



**ASSET MANAGEMENT, Maturity
Assessment, STRATEGIC ROADMAPPING
and TRANSFORMATION Programs**

A personalized way of making all the pieces fit together...

We provide an experienced, objective review of your existing strengths, potential improvement areas and best value priorities.

Our IAM-Endorsed assessment services cover the full range of IAM Maturity and Competency elements, ISO 55001 requirements and the GFMAM Asset Management 'landscape'.

**We focus on what is the most valuable, practical and urgent,
while actively laying the foundations for clearer strategic goals...**

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A Woodhouse assessment provides unique insight into the priorities, opportunities, and optimal route to improving the management system for asset management and the sustained delivery of better performance.



WOODHOUSE
PARTNERSHIP

Our techniques have evolved over 20 years of proven effectiveness, in 28 countries and most industry sectors, to ensure that action plans are realistic, prioritized and integrated.

Long-term goals and short-term priorities are joined-up into a personalized **Asset Management Roadmap™** – and everyone can see and understand the total picture. The method is also scalable; it can be applied at departmental, business unit or whole enterprise levels. We don't just ask questions – we bring real innovative solutions and international, cross-industry experience to the relationship, and actively help you to deliver the resulting improvements.

Stage 1: Project Plan & Preparation

This is the **Engagement stage**. It covers the preparatory work to ensure that our consultants and client project manager and sponsors have common understanding of the project objectives, deliverables and approach to project governance.

This will lead to the development of a detailed plan for the information gathering activities and roadmap development workshops. It will specify in more detail the resource requirements from both parties, and the best way of harnessing inputs from full or part-time client contributors. In addition, we will review options to determine a 'template' approach with the intention of creating an asset management template that can be used within the roadmap development stage to underpin the plan to the client environment. The templates will also be beneficial for scoping and negotiating future AM programmes.

Stage 2: Document Review and Mobilisation Training

Documentation review: This is the first phase of the information gathering exercise. It will involve a review of any existing or relevant (asset) management system documentation and operational control processes, including how performance and risk are assessed across each business area.

The documentation review will initially focus on the high-level procedures, with the working procedures being covered as part of the more detailed onsite assessment.

This is an important stage as it gives the framework of asset management systems currently in use and their scope. It also serves to inform areas to 'probe' during the onsite information gathering and assessment stage which is based on a combination of interactive interview and workshop sessions.

Mobilisation training: During this stage we normally provide two levels of awareness training. This first is for all the key sponsors, participants and interviewees who will be involved in the assessment and roadmap development. This is a short training (half-day) session which covers an introduction to core AM concepts, the ISO 55000 standard and its role, benefits etc. It introduces the Woodhouse assessment and Roadmap development approach, and the planned work programme and what can be expected from it.

The second level of training (1-2 days typically) is sometimes also possible at this stage, aimed at the existing/proposed 'core' asset management team who will be taking forward the transformation programme, following this Road-mapping stage. Its purpose is to ensure that the scope and objectives of the assessment and Road-mapping are understood to a greater depth of anticipating implications for the organisation and practical implementation. If this is not included, the Woodhouse Asset Management Academy can provide a full range of such training at the start of, and in support of, the implementation programme.

"There are many consultancy companies who profess to understand asset management, but few who convince me that their experience could really make a difference. After careful consideration we chose The Woodhouse Partnership - they were very clear on the inputs needed and the outputs we would get. They were also prepared to "tell it as they found it" and work with us to plan the way forward. The resulting report was very clear, identified strengths, weaknesses and recommended actions to be taken. The jointly created Roadmap gave a clear picture of what had to be done and was translated into individual objectives for the team. We finally had a joined-up picture and this helped align staff to a common goal. Three years on, over 80% of the recommendations are already implemented and we are working on the remainder in preparation for the next iteration"

Steve Wood

former Network Strategy Director, Scottish Power, UK

Stage 3: Information Gathering – 'As Is' Position vs ISO 55001 requirements

Our **interactive assessment** approach was originally developed over 18 years ago from a combination of our Business Excellence auditor work and our leadership in developing the standards for Asset Management. This significantly improves upon conventional auditing methods (which just take a 'checklist' approach to compliance with, often, simplistic criteria). By challenging the underlying rationale for current practices, we can see if the real capabilities correctly reflect the documented procedures, if there are 'hidden strengths' and/or underlying vulnerabilities and improvement opportunities.

Our interactive style of information gathering is therefore unique. It is, and can only be, provided by consultants who are, themselves, experienced asset managers. These experts probe for the current status and practices, not just what is written down in theoretical terms. We use a structured interview and data validation toolkit, plus 2-way discussions to explore understanding, validate perceptions and agree the areas/scopes for improvement. This process therefore reveals much more than simply 'where are we now?'. It provides the necessary material for planning realistic and deliverable value improvement activities. The information gathering will use four principal mechanisms; 1-to-1 interviews, process walk-throughs, focus groups and document/data validations.

a) 1:1 Interviews:

A cross-section of staff is selected from different parts and levels of the organisation to be interviewed by an experienced consultant with a structured, role-specific section of our overall question bank. These interviews explore all aspects of the asset and risk management 'system' and gauges the organisation's current level of maturity against each element – using 5-levels of example answers to provide consistency. The sessions are, as explained, highly interactive, with practical improvement opportunities and existing strengths being sought. The sessions are also useful in spreading a wider, consistent understanding of the scope and good practices in asset management.

The questionnaire includes the attributes and maturity levels published by the Institute of Asset Management (IAM) as the standardised Assessment Methodology with a scope that covers ISO55001 requirements and relevant expansions across the full GFMAM Asset Management Landscape. This scope has been further developed by Woodhouse with supplementary questions and answers designed to test appropriate enablers, system connectivity and effectiveness.

In any single interview, only a subset of the questions is used (to avoid overload for the individual involved, and to enable role-specific focus to the discussions). Full coverage is ensured by specific facilities to analyse the question-interviewee mapping, the statistical coverage and diversity of answers and other validation methods.

"We selected the Woodhouse Partnership as our partners in our asset management journey and have been delighted to achieve such success and progress with their help. In particular, their approach to adapting core concepts of asset management to the context, culture, and priorities of our organization has been instrumental in the transformation we have achieved and continue to develop."

Lise Tarp-Johansen

*Project Manager,
Hofoer, Denmark*

- The Woodhouse assessment methodology incorporates all our previous experiences, both as first-hand senior asset managers in different industries and in assessing a wide variety of organisations in different regulatory, commercial and cultural environments.
- The questions and answers/maturity levels incorporate (but are not limited to) the IAM's SAM+ tools and Assessment Methodology for ISO 55001 and the 39-subjects of the GFMAM Asset Management Landscape, set against the 5 levels of the IAM Maturity Scale & Guidance.
- The use of AM experts as interviewers allows the assessment to 'drill-down' into specific capabilities, as needed, to identify:
 - Strengths and weaknesses against objective scales of capability (e.g. the ISO standards)
 - Areas of local excellence, distinctive capabilities and good practices (to be protected, enhanced and spread)
 - Opportunity areas for short- and long-term improvement in asset risk management and organisational value.

The screenshots show the Woodhouse Assessment Tool interface. The top screenshot displays a table titled 'Test Organization (Playpen) - Demonstration Assessment' with columns for 'Info', 'Score', 'Maturity', 'Assessment', 'Status', 'Report', and 'Action'. The table lists various assessment items with their respective scores and maturity levels. The bottom screenshot shows a detailed view of a question, 'Q. 2256 (from Assmt. 29)', with a description and a list of answer options.

- 28 topics, 120 questions, 5 maturity levels
- Rigour & repeatability
- Coverage
- Patterns
- Opportunities
- Audit trail

b) Process walk-throughs:

These are facilitated sessions with process owner(s) and their respective teams. Each session will look at specific real case examples and track through their process stages from initiation to actions and benefits realisation.

Such sessions are typically 2-3 hours and usually prove very helpful in revealing inter-departmental collaborations (or silos) and life cycle versus localised, short-term focus. The selected processes will be discussed in the planning meeting to enable appropriate examples and personnel to be identified/scheduled.

Examples might include asset reliability and risk management processes, capital investment planning and project development/delivery, maintenance strategy, planning and delivery etc.

These are facilitated sessions usually involving 10-12 staff together, representing a peer group from the field workforce and service providers (e.g. customer operations or project delivery). The sessions (usually 3 hours) are particularly useful in validating whether the AM principles and processes are effectively being delivered via the service providers and first line supervision levels. The sessions are practically focused and avoid the 'management' language of asset management – they are looking for evidence of the outcome of good asset management (and frustrations or lost opportunities where common sense or good practices are evidently missing) and provide a forum for discussion about practical implications as well as capturing many improvement ideas.

A team-based approach for these personnel reduces the sense of personal exposures (that a 1-to-1 interview might trigger), allowing collective discussions and general viewpoints to emerge.

“The Woodhouse team have a wealth of experience from across the globe and can relate to many different approaches cultures and industries. Their knowledge of Asset Management and PAS55/ISO55001 is second to none and they are all very passionate about seeing their clients succeed.”

David Copestake
Managing Director, Transco, Abu Dhabi

d) Supplementary document & data validation:

Perceptions gained from the Interviews, Workshop and the Focus Groups are then tested and validated against local asset information and documentary evidence wherever possible. Some of the material for this is obtained or identified during the preliminary information gathering (for example, any corporate standardised policies, or management system documentation). However other niche items and information sampling requirements usually emerge from the interviews and Focus Group sessions.

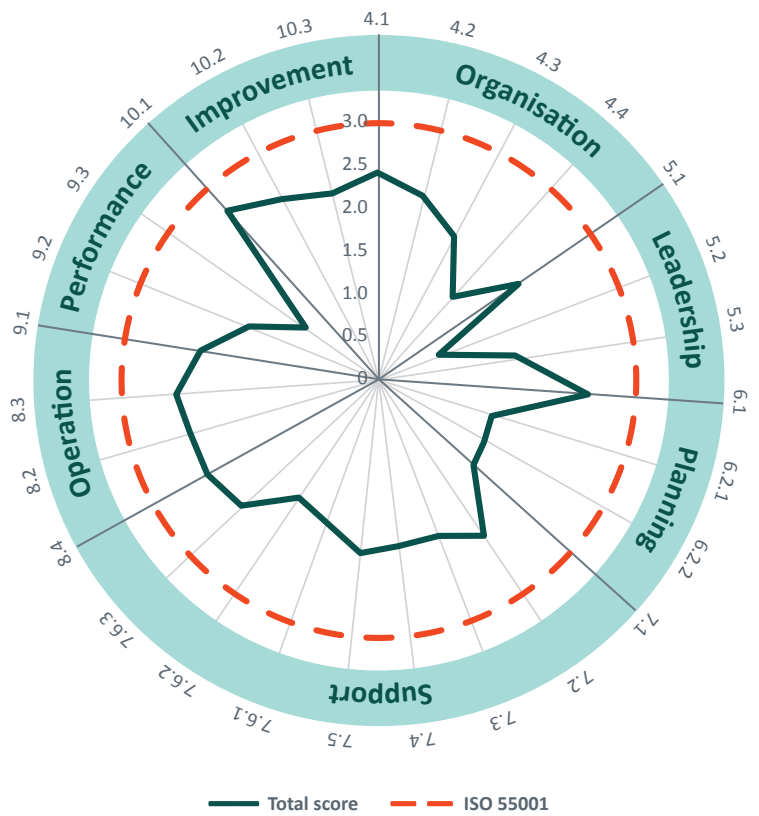
Stage 4: Gap Analysis, Feedback & Recommendations Report

This is a stage carried out routinely to highlight the main challenges in developing a comprehensive Asset Management roadmap. Results from the information gathering/assessment stage is captured on a database and analysed to identify current capabilities and areas of improvement. It is necessary to qualify this analysis with an understanding of Johnson Matthey's strategic plans and business drivers to ensure that the feedback and conclusions are appropriate. This maturity assessment aligns with the IAM competency scale. Any area can, of course, be expanded down to the relevant detail and source assumptions. We will normally summarise results in the form of a radar plot. This shows how each entity is performing against the objective maturity scales and provides an immediate visualisation of whether the existing practices are weak or strong. We would also provide the information in other formats including a prioritised ranking, with drill down to the root causes, and charts indicating the confidence limits of the results based on simplified statistical analysis.

The output of this stage will be a preliminary report detailing the analysis and consolidation of findings from document review and information gathering activities to inform the requirements for the asset management implementation plan.

The preliminary maturity analysis will address the following points:

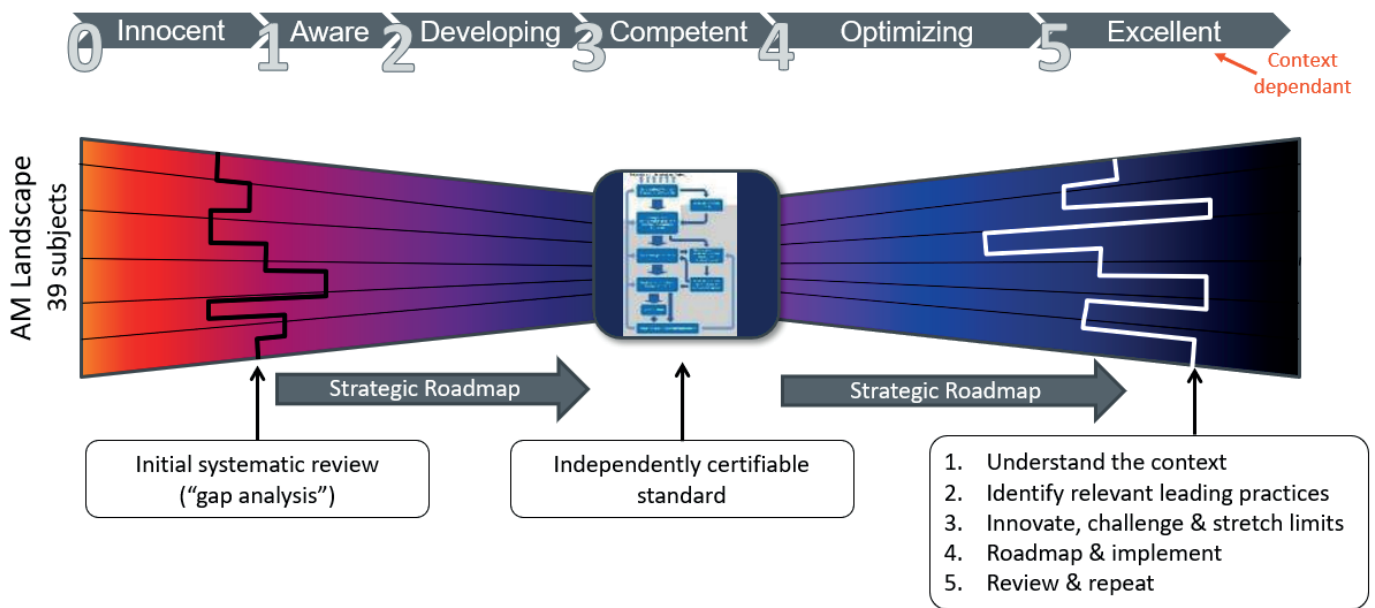
- Required actions to develop the maturity and performance of the asset & risk management system.
- Business improvement opportunities identified.
- Corrective actions required to achieve management system alignment with international standards, along with appropriate integration, resilience and context suitability.
- Suggested process for planning the improvement programme.



0 Innocent	1 Aware	2 Developing	3 Competent	4 Optimising	5 Excellent
4 Context of org					
5 Leadership					
6 Planning					
7 Support					
8 Operation					
9 Performance					
10 Improvement					

High level improvement opportunities

- Commit to AM management system
- Integrate AM in 'Way we work' – executive level steer
- AM policy & strategic AM plan
- Reset and alignment of KPI and decision criteria
- Commitment of resources
- Integrated improvement plan – all improvement initiative
- Develop & integrate strategic level & medium-term planning processes
- Develop lifecycle strategies – including asset renewal
- Systematic prioritised review of maintenance – rationalise and manage long term risk
- Succession planning & training
- Align resources with maintenance strategy
- Investigate options for decision support tools to enable development of AM strategies
- Review strategic sparing
- Prioritisation of maintenance
- Short term support – maintenance delivery & work definition
- Create AMS audit process to align with other management systems
- Undertake management review
- ISO 55001 – managed improvement programme
- Ongoing and embedding of improvement initiatives and innovation – e.g. predictive maintenance



The output of this stage will be a preliminary report detailing the analysis and consolidation of findings from document review and information gathering activities to inform the requirements for the AM Roadmap stage 5.

The preliminary gap analysis document will address the following points:

- a) Any gaps to achieving ISO 55001 certification.
- b) business improvement opportunities identified (Woodhouse added value)
- c) corrective actions required to close gaps and actions for improvement opportunities
- d) AM roadmap design recommendations to ensure ease of future compliance and sustainability.

"The Woodhouse Partnership was an invaluable resource in helping us formalize and implement an asset management system throughout our company. their extensive knowledge in Asset Management allowed us to align our business with ISO 55001 standards. We've always managed our assets and now, through a structured management system, we are able to make consistent, repeatable decisions, looking at the trade-off between cost, risk, and performance while engaging all internal and external stakeholders over the life of the asset."

Sett Policicchio
President, ATCO Electric

Stage 5: Asset Management Roadmap Development

The Woodhouse Roadmapping methodology assesses the current asset management capability of organizations and the scope, rates and potential impact of improvement activities. The results are integrated into a cohesive high-level Roadmap, typically with two levels of planning detail.

The first of these is to clarify **3-5 year strategic objectives** (a timescale that is sufficiently long for significant change to be achieved in staff competencies and behaviours, yet soon enough for the establishment of personal commitment to its achievement). Linked to these specified longer-term goals are the specific actions required in the **first 12 months**,

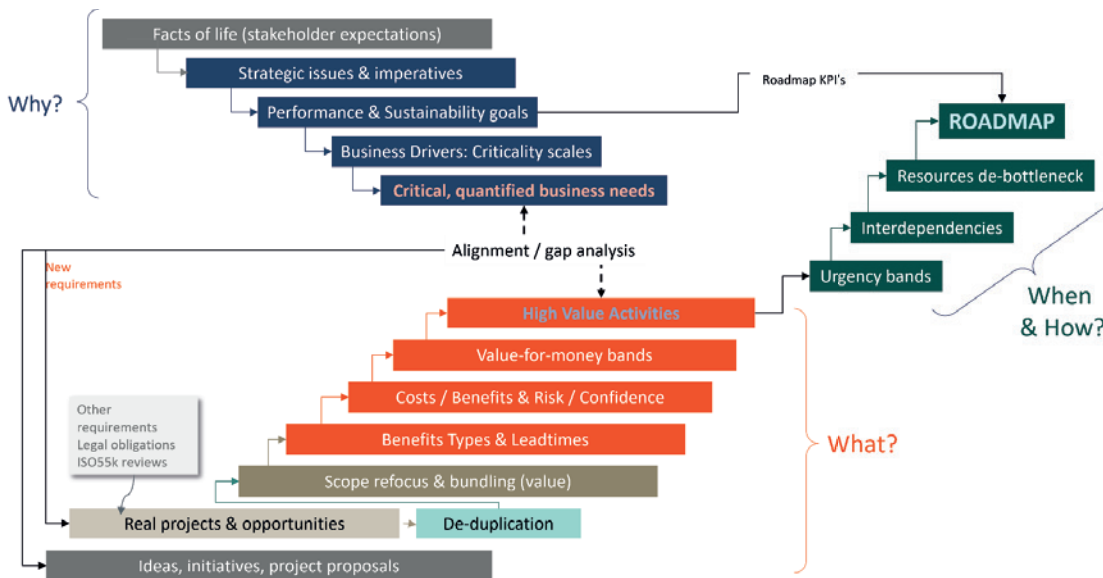
- a) to obtain some **“quick wins”** and demonstrate to all the benefits and realism of an asset-centric approach and
- b) to **lay the necessary foundations** for the longer lead-time changes such as education and behaviour changes.

Our approach will be to work with client staff using the outputs from the data collection stage, gap analysis and recommendations to identify not only the current status with respect to ISO 55001, but to provide an indication of the best opportunities for improvement, and timescales/value for addressing them. It is also an opportunity to demonstrate and celebrate existing strengths or successes, which must not be undermined by future changes or messages and can be used as a platform for building good morale and further refinement or exploitation.

We would strongly recommend that the roadmap and delivery plans are managed through a clearly accountable programme management structure, with evident and strong ownership of a senior sponsor and a cross-functional project team charged with plan development and delivery.

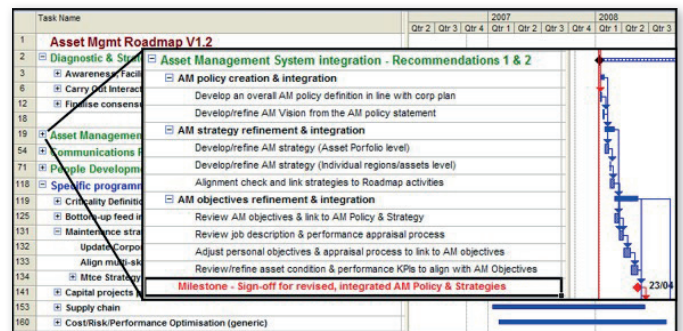
The roadmap (strategic plan) will normally be comprising several workstreams. Although some are standalone activities, many of these activities will be highly interdependent, and there will be an optimum ‘critical path’. In some areas there are important mutual dependencies that must be coordinated with existing work programmes or initiatives within the organisation, so these synergies or adjustments must also be considered. The Woodhouse Roadmapping process incorporates a decision-making, prioritisation and value criteria based on “Total

Business Impact” - that includes risk and sustainability measures and avoid short-termism and false economy. Woodhouse is particularly skilled and experienced in assisting organisation to calibrate and quantify some of the important ‘intangibles’ or ‘shine’ factors involved.



The emerging actions plans will also then be developed and mapped onto a high-level Gantt chart and would form a project delivery plan (the Roadmap) with staged check points.

The implementation plan will be a programme of work, normally comprising a number of discrete modules. Although some are standalone activities, many of these modules will be highly interdependent, and there will be an optimum 'critical path'. In some areas there are important mutual dependencies that must be coordinated with existing work programmes or initiatives, so these must also be taken into account. The Woodhouse Roadmapping process incorporates a cost/benefit criterion called "Total Business Impact" to include risk and sustainability measures and avoid short-termism and false economy. Woodhouse is particularly skilled and experienced in assisting clients to calibrate and quantify some of the important 'intangibles' or 'shine' factors involved.



Stage 6: The result

Integrated, optimized and sustainable asset management

- Clearer, coherent strategic goals
- Robust Asset Management Roadmap™
- Education, mentoring and change management support
- Integrated asset risk management
- Quantified, risk-based justification and prioritization
- Leading edge optimization techniques