

Learning along the Asset Management Journey – Part 2

In our previous article, I described how TWPL’s education and training packages help you when starting your learning journey, and in a manner aligned to the IAM Competences Framework. We shall now look at how we support learning for both individuals and the whole organisation as they address the challenges of ‘**Integrating and Embedding**’ good practices across different departments.

To recap - people and organisations start to explore Asset Management improvements from many different starting points of prior knowledge and understanding. The Woodhouse Partnership Ltd (TWPL) has extensive education and training services that enable you to develop insights and skills for whatever stage and challenges you face, supported by highly experienced guides and tutors.

Before we talk about what we can offer for those facing the tricky challenges of **integrating and embedding** good practices, I will also just refresh 3 underlying structural aspects that provide a solid foundation for what we do:

1. How we align with the IAM’s Competences Framework.
2. Essential personal and cultural attitudes and attributes.
3. How the individual’s journey aligns with the organisation’s journey.

1 How we align with the IAM’s Competences Framework

The IAM Competences Framework (v3.0: 2014) is a comprehensive description of ‘**what people involved in the management of physical assets should be able to do, and the knowledge and understanding needed to underpin this**’. Part 1 describes the competence requirements and an indication of the subject knowledge needed to meet them, and Part 2 gives guidance on how to use the Framework and how to customise it to an individual organisation.

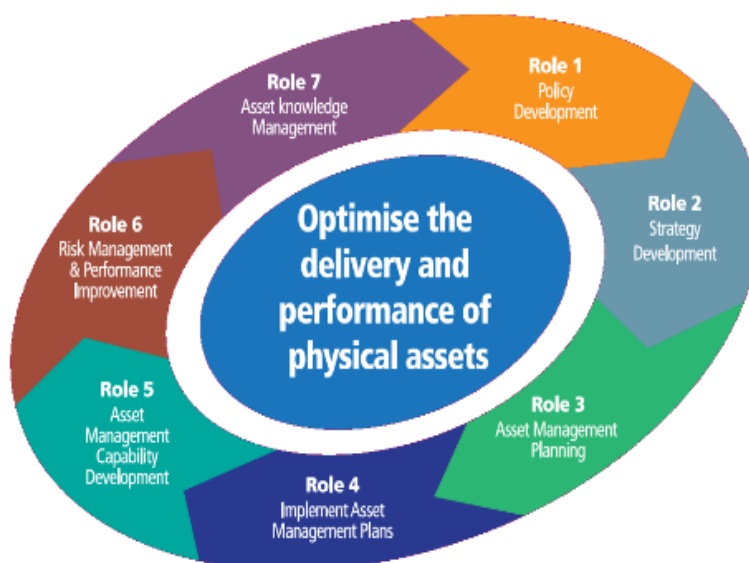


Fig 1: The IAM Competences Framework – the 7 Roles

The IAM Competences Framework is available to download from the IAM website for Affiliate Members. TWPL has been involved in developing the IAM Framework, from the beginning, and is extremely experienced in the necessary calibration, customization and integration into existing skills and professional development environments.

2 Essential personal and cultural attributes

We recognise how context and culture make a big difference to the most appropriate learning path, both to people and organisations. While some of these are covered by the Competences Framework, we want to emphasise a few of them here:

- **Understand that everybody has a part to play in asset management.** Whatever your technical or non-technical role – procurement, design, construction, training, operation, senior management, maintenance, logistics, financial management, information management etc - it's everybody's business.
- **A 'silo-busting' attitude** – the 'integrated' aspect of Asset Management demands that functions, departments and business units work together to deliver the clear, shared goals of the organisation. This means that departmental 'silos', conflicting local agendas and tribal behaviours can get in the way. *Silo busting* can be difficult, but the rewards are high.
- **The 'day job'** – we often hear people say that they are too busy doing the 'day job' to get involved with additional thinking or responsibility. But Asset Management *is* the 'day job'!
- **Willingness to learn** – this is not just listening in a classroom. It includes the encouragement of enquiring minds, questioning the status quo and being open to alternative viewpoints. This is particularly important when breaking down organisational silos and learning about other departments' needs and opportunities.
- **Willingness to change** – culture and behaviour are possibly the hardest things to change, but this is where much of the 'embedding' is achieved. Leadership clarity in what is recognised as appropriate behaviour, and reinforcement through non-tolerance of *inappropriate* behaviour, helps to consolidate the rich benefits of collaborative, innovative asset management.
- **Completing and finishing** – Plan/Do/Check/Act runs through any Asset Management approach. Plan what to do, then do it. Review successes and areas to improve, then apply what you've learned. It sounds obvious but we tend to be good at starting things, but not so good at 'closing the loop' of continual improvement.
- **Energy and tenacity** – you may be learning new ways yourself, or supporting colleagues, your team or your boss to learn new ways. Managing the 'people' part is usually the hardest! As in any significant project or change programme, there will be resistance and obstacles along the way. Stick with it – the prizes are worth the effort!

3 How the individual's learning journey aligns with the organisation's journey.

The Asset Management journey for individuals and for whole organisations looks similar by design. The Competences Framework sets out the multidisciplinary nature of the skillsets that individuals need in order to perform their roles more effectively and flexibly. The objective is to add a 'generalist' and 'business context' aspects to existing or traditional career specialisms. The TWPL Academy helps individuals to build such understanding and skills in a progressive way, from initial awareness ('Getting Started'), through consolidation ('Integrating and Embedding'), to leading-edge insights when 'Seeking Excellence'.

Similarly, an organisation's Asset Management journey develops from investigation, learning and experiments when 'Getting Started', to the more systematic rigour and alignments of 'Integrating and Embedding', on up to the frontier challenges of 'Seeking Excellence'.

Clearly the capabilities of individuals need to develop in harmony with the maturity of the organisation capable of harnessing them. We typically profile the Asset Management understanding and skills of staff in their present and intended roles, calibrated for their business significance or criticality. This determines *and prioritises* where further development is worthwhile (gaps). It also reveals where existing competencies are being *under*-exploited (see figure 2), showing options for internal coaching programmes and knowledge sharing. Looking beyond the immediate personal and organisational benefits, the process also works to develop career progression plans, work flexibilities and complementary team capabilities.

Competency Targets and Current Assessment for a specific role (individual or team)

— Target Profile — Assessment

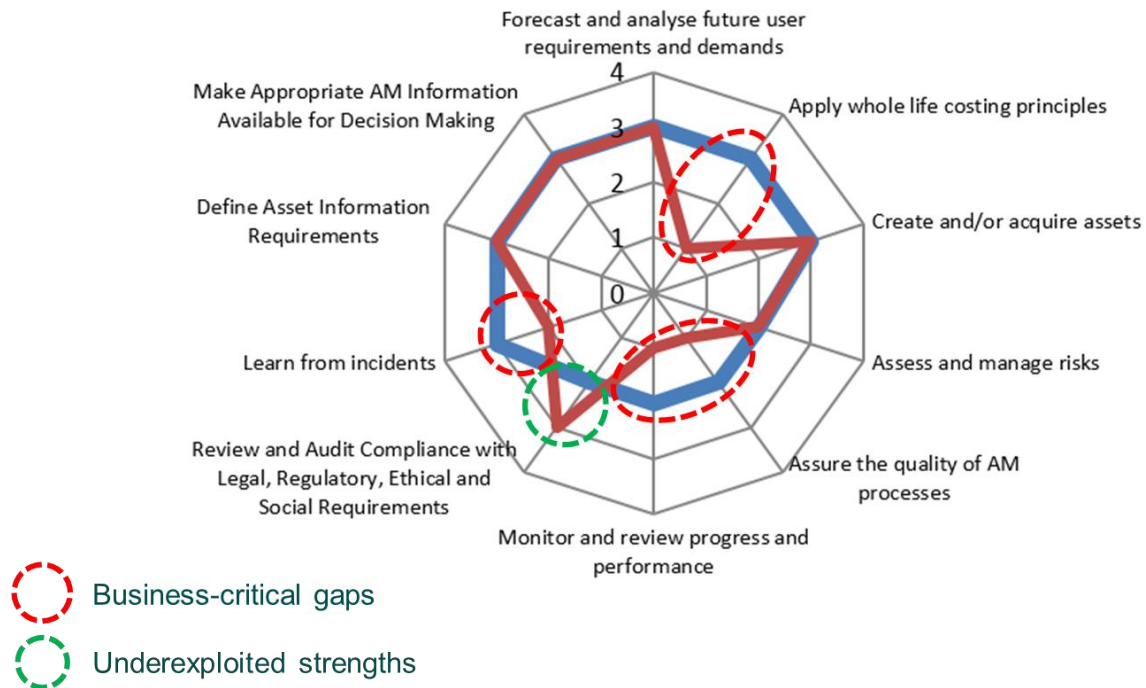


Figure 2: Example output from TWPL's competency profiling

For the three typical stages of development, the TWPL Asset Management Academy offers a corresponding suite of education and training services that can also be adapted and blended to any situation. Over 20 years of experience of doing this, in multiple industries, cultures and environments, has yielded an unparalleled capability and effective source of learning.

We covered the **'Getting Started'** area in the last briefing, so here we explore the next phase: **'Integrating and Embedding'**.



Figure 3: Education and Training for the Asset Management journey

At the **'Integrating and Embedding'** level, it is assumed that the priority knowledge and skills gaps have been identified and individuals/organisations are now seeking to understand **'how it all works together'** and **'how to make it happen in a sustainable way'**. We have a range of specific educational and training products that deliver this understanding. Furthermore, they can be adapted (for example, with industry- or company-specific examples) and blended to ensure their local relevance and effectiveness.

Popular courses and learning modules for this phase

'ISO 55000 Implementation Planning', for example, is a 2-day course that complements an organisation's maturity assessment, ISO 55001 gap analysis and Roadmapping activities. This course develops a deeper knowledge and understanding of the practical requirements to create and manage the plan to deliver improvements in AM capability to the ISO 55000 family of standards.

Our **'Strategic Asset Management Planning'** course provides real practical insight into the development of effective strategies for Asset Management, including alignment with organisational objectives and engagement of the workforce, risk management, prioritisation, goal-setting, performance monitoring and cross-disciplinary collaboration requirements.

The 3- and 5-day options for the **IAM Certificate** qualification, and our 6-day **IAM Diploma** course (and conversion course option, from Certificate to Diploma), are all designed to support the consolidated competency standards for systematic skills assurance across the organisation. They often form part of a 'Blended Learning' programme, targeted and prioritised with the TWPL Competency profiling method. As well as one of the longest-standing **IAM Endorsed Trainers**, TWPL is also an **IAM Examinations Partner**, so we can provide the formal qualifications opportunities as a bundle with appropriate learning programmes.

Individuals and teams who want to exercise and test the full range of their learning should look at the TWPL '**Asset Management Challenge**'. This is an intensive and immersive roleplay exercise for teams of 4 to 5 people, conducted over 2 days, designed to bring all of the Asset Management concepts together in a realistic, pressurised and highly rewarding game. Decisions made by the teams are turned into organisational performance results and a presentation to a 'Board of Directors'.

'**Asset management techniques, tools and methodologies**', delivered in modules spread over 10 days, introduces the key techniques, standards and tools and techniques of modern Asset Management. It is a convenient, concentrated way to learn about the strengths, applicability *and limitations* of the many solutions and acronyms being promoted as part of the Asset Management toolset.

Appropriate learning for specialist methods and techniques

'**Criticality Assessment and Analysis**' (1 day) explains what an asset criticality ranking system is, how to construct one and apply it in multiple uses. Participants practice building and using these tools. This skill has a wide application, and contributes strongly to Role 6: Risk Management and Performance improvement.

'**Key Performance Indicators (KPIs) for Asset Management**'. This is a 1-day introductory workshop, in which we help participants to understand and develop appropriate KPIs for assets, asset management and the delivery of improvement plans (such as the Roadmap). Follow-up options include customised coaching and facilitation for establishing such KPIs and how to integrate them with any existing corporate 'Scorecard' and data sources.

'**Asset risk management**' (2 days). This is fundamental to the Asset Management approach. We look at appropriate techniques for creating whole life asset plans, activity proposals, and activity action plans, all with the appropriate levels of risk known and qualified. This course is closely aligned to developing skills in Role 6: Risk Management and Performance improvement.

'**Introduction to optimal cost/risk/performance decision-making**' (2 days). The course shows how Asset Management decision-making can be improved with or without good data. The course shows how cross-disciplinary consensus can be established, and how to develop a business case justification for the optimal strategy across all different life cycle activities. It includes the leading edge research of the international SALVO collaboration project into best practices for Asset Management decision-making.

‘Reliability Engineering and Management’. This 2-day course introduces the concepts of reliability from design, operation, maintenance and continual improvement perspectives. It covers the relevant tools and analysis methods, and the practical opportunities and constraints associated with incomplete data, human/cultural factors and business process/disciplines.

‘Root Cause Analysis and Elimination’ (2 days). We provide training to understand and implement investigation techniques to identify the root causes of failures in order to find remedies to stop recurrence. This course is of general interest and has wide application, as well as addressing specific areas of Role 6: risk management and performance improvement.

‘Maintenance Optimization’. Our 3-day course provides a comprehensive coverage for maintenance strategy and decision-making. Going further than just the understanding of FMEA and RCM/RBI techniques, it includes methods for building the business case for maintenance and optimizing the cost/risk/performance and asset lifespan effects.

‘Maintenance Management’ This 4-day course enables managers to understand, implement and control the necessary activities of staff to ensure that assets are safe, reliable, performing, compliant and long-lasting. It covers the full cycle of strategy development, planning, resourcing, contractors, scheduling, work and quality management, and continual improvement. It also addresses the essential dimensions of people, information technology and asset life cycle collaboration (such as ‘designing out the need for maintenance’).

‘Cost/benefit evaluation and prioritisation of Projects and Modifications’ In this 2-day course, we explain the processes, tools and techniques required to successfully evaluate a proposed project or asset investment, including the value-for-money criteria, impact of regulator and other constraints, ‘intangibles’ and competition for resources and funding. It includes the leading-edge research of the international SALVO collaboration project into best practices for Asset Management decision-making.

This note has described how TWPL’s education and training packages are aligned to the IAM Competences Framework and how we can work with you on all stages in your learning journey. In particular, it illustrated the popular areas of assistance when facing the **‘Integration and Embedding’** stage of the journey. These were just a sample of what we do: in such an environment, we work with you to tailor the approach for best effectiveness. We bring to the relationship our long experience, across multi-industry sectors and cultures, to ensure effective learning for tangible benefits.

In our next briefing, we will look at what is typically encountered, and how we support the next stage of the journey – **‘Seeking Excellence’**.

For more information please contact

Mike Dixon
TWPL Asset Management Academy
19 Prince Henry House
Kingsclere Business Park
Kingsclere
Hampshire
RG20 4SW

Tel: +44 (0) 1635 298800

Email: mike.dixon@twpl.com

www.twpl.com | www.assetmanagementacademy.com