

AM 4.0

Executing your strategy in practice

AM 4.0 Enterprise L&D Program Course Catalogue

Introduction to the Program



AMCL+

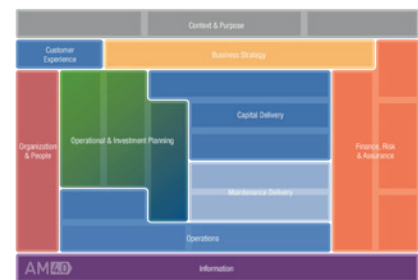
We have provided training to 1000+ organizations throughout the world and AM 4.0 Enterprise L&D is designed for the next 20,000+

We offer a mix
of instructor-led &
self-paced,
online learning



The AM 4.0 Framework

AMCL's AM 4.0 Enterprise L&D Program is centered on the AM 4.0 Framework. The high performance, customized framework provides asset intensive organizations with a means of aligning investment decisions with customer expectations and provide an end-to-end process that helps remove silos.

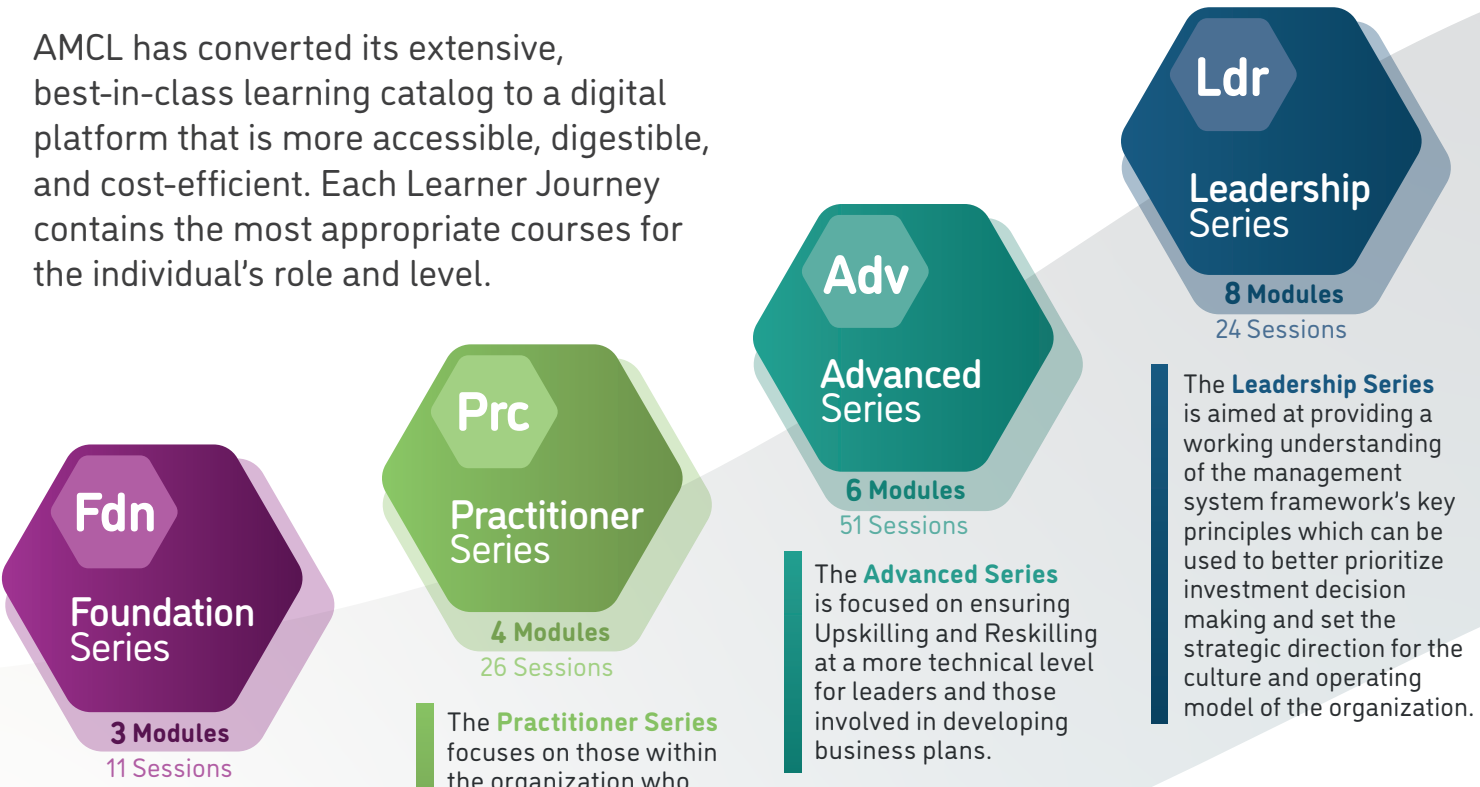


AM 4.0 Framework Subjects:

Context & Purpose
Customer Experience
Business Strategy
Organization & People
Operational Investment Planning
Capital Delivery
Maintenance Delivery
Operations
Digital Information Management
Finance, Risk & Assurance

AM 4.0 Course Levels

AMCL has converted its extensive, best-in-class learning catalog to a digital platform that is more accessible, digestible, and cost-efficient. Each Learner Journey contains the most appropriate courses for the individual's role and level.



Blended Learning

A combination of self-paced eLearning sessions with live, hosted, Instructor Led Training sessions to provide your optimized learning experience.



The AM 4.0 Course Structure

Fdn Series		Prc Series		Adv Series		Ldr Series	
Fdn1 Asset Management Principles		Prc1 Alignment & Asset Management Policies & Strategies		Adv1 The Practice of Asset Management	Adv4 Lifecycle Decisions	Ldr1 Introduction to the AM 4.0 Framework	Ldr5 Governance & Risk
Fdn1.1 What is Asset Management and why is it Important?		Prc1.1 Asset Management Principles		Adv1.1 Key Asset Management Concepts	Adv4.1 Defining & Delivering Lifecycle Activities	Ldr1.1 Challenges Facing Leadership	Ldr5.1 Risk
Fdn1.2 Scope of Good Practice Asset Management		Prc1.2 Alignment		Adv1.2 Alignment	Adv4.2 Acquisition: Business Needs including Demand	Ldr1.2 Executing Strategy	Ldr5.2 Governance
Fdn2 Good Practice Asset Management		Prc1.3 Stakeholders, Risk Appetite & Demand		Adv1.3 Risk Appetite	Adv4.3 Acquisition: Capital Investment Decisions	Ldr1.3 Value, Risk & Governance	Ldr5.3 Resilience
Fdn2.1 Stakeholders		Prc1.4 Developing an Asset Management Policy		Adv1.4 AM Policy	Adv4.4 Acquisition: Construction Projects	Ldr2 The Role of Leadership in Culture, Alignment & Capability Building	Ldr6 Role of Digital in AM 4.0
Fdn2.2 Alignment		Prc1.5 Developing an Asset Management Strategy		Adv1.5 AM Objectives	Adv4.5 Review of Reliability Engineering	Ldr2.1 Leadership	Ldr6.1 Introduction to Digital
Fdn2.3 Risk		Prc1+ Additional Self Study		Adv1.6 SAMP or top level AM Strategy	Adv4.6 Operations & Asset Management	Ldr2.2 People	Ldr6.2 Maximizing Value from Digital
Fdn2.4 Life Cycle		Prc2 Risk Management, Outsourcing & Review		Adv1.7 Asset Management System	Adv4.7 Asset Failures	Ldr2.3 Organizational Design & AM Framework	Ldr6.3 Digital Twins
Fdn2.5 Monitoring and Assurance		Prc2.1 Risk Assessment Principles		Adv1.8 The Role of Top Management & Governance	Adv4.8 Maintenance Strategies	Ldr3 Delivering on Strategic Objectives	Ldr7 Performance Management & Driving Improvement
Fdn2.6 Team Working and Collaboration		Prc2.2 Risk Assessment Process		Adv1.9 Where are you now?	Adv4.9 Asset Condition	Ldr3.1 Understanding Stakeholders	Ldr7.1 Performance Management Framework
Fdn3 The Asset Management Journey		Prc2.3 Integrating Risk & Asset Management		Adv1.10 Where do you want to go?	Adv4.10 'Refurbishment'	Ldr3.2 Value-based Decision-making	Ldr7.2 Measuring Performance
Fdn3.1 The Organisational Asset Management Journey		Prc2.4 Contingency Planning		Adv2 Asset Information	Adv4.11 Strategic Failure Modes	Ldr3.3 Net Zero	Ldr7.3 Continuous Improvement
Fdn3.2 The Individual Asset Management Journey		Prc2.5 Outsourcing: Risk & Opportunities		Adv2.1 Principles of Asset Information Management	Adv4.12 Review of Sustainability	Ldr4 Meeting Financial & Budget Constraints	Ldr8 De-Risking Major Capital Programs
Fdn3.3 IAM Resources		Prc2.6 Review		Adv2.2 The Asset Inventory	Adv5 Understanding Whole Life Costs & Risks	Ldr4.1 Strategic Planning	Ldr8.1 Program Management Office
		Prc2+ Additional Self Study		Adv2.3 Work Management Systems	Adv5.1 Overview of Lifecycle Costs	Ldr4.2 Spending Trade-offs	Ldr8.2 Systems Integration
		Prc3 Whole Life Costing & the Asset Management Plan		Adv2.4 Information Quality & Standards	Adv5.2 Building a Whole Life Cost model	Ldr4.3 Tools & Data	Ldr8.3 Successful Handover to Operations
		Prc3.1 Whole-Life View of Investments		Adv2.5 Managing Asset Information	Adv5.3 Model-Building Best Practice		
		Prc3.2 Whole-Life costs		Adv2.6 Asset Information Processes	Adv5.4 Modelling Other Costs		
		Prc3.3 Using Whole-Life Costs		Adv2.7 Asset Information Systems	Adv5.5 Comparing Options using WLC models		
		Prc3.4 Asset Management Planning		Adv2.8 Knowledge Management			
		Prc3.5 Principles of Asset Information Management		Adv2.9 Current Topics in Asset Information	Adv6 Contractor & Supplier Management		
		Prc3+ Additional Self Study			Adv6.1 Risks and benefits of outsourcing		
		Prc4 Optimizing Lifecycle Activities		Adv3 People & Asset Management	Adv6.2 Main types of 3rd party work		
		Prc4.1 Investment Decision-Making		Adv3.1 Asset Management, Organization and Culture	Adv6.3 Principles of procurement		
		Prc4.2 Asset Creation		Adv3.2 AM Leadership	Adv6.4 The right contract for the job		
		Prc4.3 Key Maintenance Concepts		Adv3.3 Organizational Structure	Adv6.5 Managing contracts and suppliers		
		Prc4.4 Maintenance Optimisation		Adv3.4 Organizational Culture	Adv6.6 The role of Asset Managers		
		Prc4.5 Inventory Management		Adv3.5 AM Competence	Adv6.7 Financial Terms		
		Prc4.6 Principles of Disposal & Rationalisation		Adv3.6 Communication			
		Prc4+ Additional Self Study		Adv3.7 Managing Change			
				Adv3.8 The AM Team			

The AM 4.0 Course structure contains our industry leading training products, plus specific leadership modules to support your capability in the application of the AM 4.0 Framework within your organization.



Foundation Series

The Foundation Series provides a basic understanding of key management system framework principles for all Learners within an organization.

The Foundation Series provides an introduction to the principles of Asset Management which forms the basis for the AM 4.0 Enterprise L&D Program.

The Foundation Series suits all levels within your organization, including executives with significant experience and juniors that are starting their journey in industry.

The learning is delivered in a modular eLearning format, this provides ultimate flexibility to learners.

Foundation Series

Sessions Summary

Fdn1 Asset Management Principles

Fdn1.1 What is Asset Management and why is it Important?

Fdn1.2 Scope of Good Practice Asset Management

Fdn2 Good Practice Asset Management

Fdn2.1 Stakeholders

Fdn2.2 Alignment

Fdn2.3 Risk

Fdn2.4 Life Cycle

Fdn2.5 Monitoring and Assurance

Fdn2.6 Team Working and Collaboration

Fdn3 The Asset Management Journey

Fdn3.1 The Organisational Asset Management Journey

Fdn3.2 The Individual Asset Management Journey

Fdn3.3 IAM Resources



Asset Management Principles:

Introducing Asset Management, its importance to organizations and the full scope of what is covered

Key Topic areas	What is covered
What is Asset Management and why is it Important?	<ul style="list-style-type: none">• Asset Management definitions• Benefits of Good Practice Asset Management• Why Asset Management is Important
Scope of Good Practice Asset Management	<ul style="list-style-type: none">• Looking at Asset Management from a conceptual view• A system view of Asset Management• Introducing the ISO 55001 Asset Management System

Duration

40 Minutes

Target Audience

All employees within the organization

Delivery Method

Self paced eLearning
(no webinars)

Includes

- Typically derived benefits for an organization
- Visualization of organizational capability
- Comparison of capability and organizational output
- Examples based on international industry standards
- Knowledge checks throughout the learning



Good Practice Asset Management:

Good Practice Asset Management: Explore techniques to translate organizational needs to successful outcomes

Key Topic areas	What is covered
Stakeholders	<ul style="list-style-type: none"> • How Top Management direct the organization • Understand the stakeholders for your organization and why they matter • Balancing decisions across the stakeholder requirements
Alignment	<ul style="list-style-type: none"> • Principle of alignment • Aligned decision making • Importance of alignment between objectives and activities
Risk	<ul style="list-style-type: none"> • Defining risk appetite and risk tolerance • Risk definition from ISO 31000 • Risk Management Principles, Framework and Process • Using risk in decision making
Life Cycle	<ul style="list-style-type: none"> • Using criticality to drive complexity of solution • Whole-Life approach to decision making • Relationship between investment decisions and whole life cost and risk • Whole life cost modelling
Monitoring & Assurance	<ul style="list-style-type: none"> • Evaluation the performance of your processes and assets • The need for continual improvement • Understanding the management of change
Team Working & Collaboration	<ul style="list-style-type: none"> • The need for collaboration for success • The seven revelations of Asset Management

Duration

2 Hours

Target Audience

All employees within the organization

Delivery Method

Self paced eLearning
(no webinars)

Includes

- Examples of the principles of Asset Management and how these are applied in organizations
- Key considerations of a framework approach to deliver organization objectives
- An overview of decision making through the asset life cycle



The Asset Management Journey: The next steps for you and your organization

Key Topic areas	What is covered
The Organizational Asset Management Journey	<ul style="list-style-type: none"> • How to assess organization Asset Management maturity • Defining maturity target to suit stakeholder benefits and needs • The Big Picture of Asset Management • Using a competence framework
The Individual Journey	<ul style="list-style-type: none"> • Formal qualifications in Asset Management • The journey to Professional Registration
Resources	<ul style="list-style-type: none"> • Industry publications to provide further information • International Standard that can be used for certification to requirements

Duration

30 Minutes

Target Audience

All employees within the organization

Delivery Method

Self paced eLearning
(no webinars)

Includes

- Proven methodology to enable you to implement benefits in your organization
- An approach to achieving personal recognition of your knowledge and experience
- Industry publications to reinforce your learning



Practitioner Series

The Practitioner Series focuses on those within the organization who require more specific skills as part of their level of responsibility and department.

The Practitioner Series aids in the development of knowledge and comprehension of Asset Management principles, practices and the business benefits these can deliver.

The contents of the Practitioner Series are based on the IAM Qualifications Syllabus and fully aligned with the 2014 IAM Competences Framework, the requirements of ISO 55001 and the GFMAM Asset Management Landscape.

Prc Practitioner Series

Sessions Summary

Prc1

Alignment & Asset Management Policies & Strategies

- Prc1.1 Asset Management Principles
- Prc1.2 Alignment
- Prc1.3 Stakeholders, Risk Appetite & Demand
- Prc1.4 Developing an Asset Management Policy
- Prc1.5 Developing an Asset Management Strategy
- Prc1+ Additional Self Study

Prc3

Whole Life Costing & the Asset Management Plan

- Prc3.1 Whole-Life View of Investments
- Prc3.2 Whole-Life costs
- Prc3.3 Using Whole-Life Costs
- Prc3.4 Asset Management Planning
- Prc3.5 Principles of Asset Information Management
- Prc3+ Additional Self Study

Prc2

Risk Management, Outsourcing & Review

- Prc2.1 Risk Assessment Principles
- Prc2.2 Risk Assessment Process
- Prc2.3 Integrating Risk & Asset Management
- Prc2.4 Contingency Planning
- Prc2.5 Outsourcing: Risk & Opportunities
- Prc2.6 Review
- Prc2+ Additional Self Study

Prc4

Alignment & Asset Management Policies & Strategies

- Prc4.1 Investment Decision-Making
- Prc4.2 Asset Creation
- Prc4.3 Key Maintenance Concepts
- Prc4.4 Maintenance Optimization
- Prc4.5 Inventory Management
- Prc4.6 Principles of Disposal & Rationalisation
- Prc4+ Additional Self Study



Alignment & Asset Management Policies & Strategies:

The principles of Asset Management and how these drive decision making in an organization

Key Topic areas	What is covered
Asset Management Principles	<ul style="list-style-type: none"> • Explain what Asset Management is • Recognize the ISO 55000 series of standards • Outline the benefits of Asset Management • Understand the Asset Management Conceptual Model • Describe the subject areas of good practice Asset Management • Understand the concept of an Asset Management System
Alignment	<ul style="list-style-type: none"> • Understand the role of Top Management • Apply the concept of Alignment and how it integrates with organizational objectives • Identify the top down hierarchy within the Asset Management System • The role of organizational objectives
Stakeholders, Risk Appetite & Demand	<ul style="list-style-type: none"> • The role of stakeholders • Understand stakeholder requirements and how to manage conflicts in these • Consider Cost, Risk and Performance in decision making • Understand Risk Appetite, Demand and Scenario planning approaches • Strategic risks and constraints
Developing an Asset Management Policy	<ul style="list-style-type: none"> • Understand drivers for Asset Management Policy • How stakeholders influence Asset Management Policy
Developing an Asset Management Strategy	<ul style="list-style-type: none"> • How to develop an Asset Management Strategy • Effective Asset Management Objectives • Developing the long-term plan • How to measure the effectiveness of the strategy

Duration

5 to 6 hours

Target Audience

Defined practitioner roles within your organization

Delivery Method

eLearning with recorded webinars

Includes

- Self study modules to provide further learning in subject areas covered



Risk Management, Outsourcing & Review:

Applying good practice risk principles
to decision making

Key Topic areas	What is covered
Risk Management Principles	<ul style="list-style-type: none"> • Why risk is important and how it is defined within ISO 31000 • Principles of risk management • Framework for risk management • Process for risk management • Opportunities in risk management
Risk Assessment	<ul style="list-style-type: none"> • Cause-effect chains and bow-tie risk assessment • The risk assessment process • Using a matrix for risk assessment • Annualized cost of risk to support planning decisions • Achieving consistency in approaches to risk
Risk Treatment	<ul style="list-style-type: none"> • Understand generic options for treating risk • Categorization of risks and identification of correct treatment strategy • Methods for comparison of competing options
Contingency Planning	<ul style="list-style-type: none"> • Contingency definition and understanding how these relate to planning • How to identify, develop, implement and continually improve a contingency plan
Outsourcing • Risks & Opportunities	<ul style="list-style-type: none"> • Identify when to outsource and the risks related to this • How to develop a client/supplier relationship • Role of procurement and tendering • Asset Management procurement requirements
Asset Management Review	<ul style="list-style-type: none"> • Importance of review and continual improvement • Applying measures to our activities • Importance of change management

Duration

5 to 6 hours

Target Audience

Defined practitioner roles within
your organization

Delivery Method

eLearning with recorded webinars

Includes

- Self study modules to provide further learning in subject areas covered



Whole Life Costing & the Asset Management Plan:

Making effective decisions across the asset life-cycle to achieve the optimum outcomes

Key Topic areas	What is covered
Whole-Life View of Investments	<ul style="list-style-type: none"> • Definition of whole-life view and the importance to decision making • How whole-life costs and risk vary across the lifecycle • Influence of design and construction on whole-life cost
Whole-Life Costs	<ul style="list-style-type: none"> • Different costs across the asset life-cycle • Importance of unit costing to consistent decision making • Appreciate that whole-life costs can be modelled, understood and utilized to make decisions
Optimizing a Renewal Frequency	<ul style="list-style-type: none"> • Understanding the concept of 'lowest average annual cost' • Optimum economic life definition • Building a single asset 'whole-life cost template' • Calculating the optimum life
Asset Management Planning	<ul style="list-style-type: none"> • Scope and content of an Asset Management Plan • Explore different plan timescales • Processes for the development and integration of plans • Prioritize and Optimize plans • Sustainable plans • Constraining the plan • Communication and review of the plan
How Asset Information Contributes	<ul style="list-style-type: none"> • What is information and how it supports Asset Management • How decision making drives information requirements • Key elements of asset information management • Data quality criteria

Duration

5 to 6 hours

Target Audience

Defined practitioner roles within your organization

Delivery Method

eLearning with recorded webinars

Includes

- Self study modules to provide further learning in subject areas covered



Optimizing Lifecycle Activities:

Consideration of all aspects of the asset lifecycle, from specification, acquisition and installation to decommissioning and disposal

Key Topic areas	What is covered
Investment Decision-Making	<ul style="list-style-type: none"> • Aligned decision making criteria • Importance of understanding investment requirements • The business case • Financial appraisal of an investment • Impact of time on the value of money
Asset Creation	<ul style="list-style-type: none"> • Program and project management • The importance of project management monitoring and control • Roles and responsibilities through the life of the project • Using Systems Engineering to manage requirements
Key Maintenance Concepts	<ul style="list-style-type: none"> • What is maintenance and why is it important? • Different types of maintenance • Relationship between maintenance definition and delivery • Information requirements for maintenance
Maintenance Optimization	<ul style="list-style-type: none"> • Principles of maintenance optimization • Concept of Function and Functional Failure • Identify and classify Failure Modes • Identify suitable maintenance and inspection tasks • Implementing maintenance changes
Inventory Management	<ul style="list-style-type: none"> • Description of inventory and categories of spares • Managing fast moving consumable spares • Managing repairable spares • Managing strategic spares
Principles of Rationalization and Disposal	<ul style="list-style-type: none"> • Differences between rationalization and disposal • Describing strategic failure modes • Key aspects of asset rationalization • Key aspects of asset disposal

Duration

5 to 6 hours

Target Audience

Defined practitioner roles within your organization

Delivery Method

eLearning with recorded webinars

Includes

- Self study modules to provide further learning in subject areas covered



Advanced Series

The Advanced Series is focused on ensuring Upskilling and Reskilling at a more technical level for leaders and those involved in developing business plans.

The Advanced Series is for people experienced in asset management. This Series combines action learning, group work and supported learning to provide a challenging, engrossing experience.

This Series gives delegates the personal skills needed to succeed in asset management roles as well as the underpinning knowledge, recognition of best practices, analytical and synthesizing techniques. The contents are based on specifications published by the IAM and, therefore, fully aligned with the 2014 IAM Competences Framework, the requirements of ISO 55001 and the GFMAM Asset Management Landscape.

Adv

Advanced Series

Sessions Summary

Adv1

The Practice of Asset Management:

- Adv1.1 Key Asset Management Concepts
- Adv1.2 Alignment
- Adv1.3 Risk Appetite
- Adv1.4 AM Policy
- Adv1.5 AM Objectives
- Adv1.6 SAMP or top level AM Strategy
- Adv1.7 Asset Management System
- Adv1.8 The Role of Top Management & Governance
- Adv1.9 Where are you now?
- Adv1.10 Where do you want to go?

Adv2

Asset Information & Knowledge

- Adv2.1 Principles of Asset Information Mgmt.
- Adv2.2 The Asset Inventory
- Adv2.3 Work Management Systems
- Adv2.4 Information Quality & Standards
- Adv2.5 Managing Asset Information
- Adv2.6 Asset Information Processes
- Adv2.7 Asset Information Systems
- Adv2.8 Knowledge Management
- Adv2.9 Current Topics in Asset Information

Adv3

People & Asset Management

- Adv3.1 Asset Management, Org. and Culture
- Adv3.2 AM Leadership
- Adv3.3 Organizational Structure
- Adv3.4 Organizational Culture
- Adv3.5 AM Competence
- Adv3.6 Communication
- Adv3.7 Managing Change
- Adv3.8 The AM Team

Adv4

Lifecycle Decisions

- Adv4.1 Defining & Delivering Lifecycle Activities
- Adv4.2 Acquisition: Business Needs including Demand
- Adv4.3 Acquisition: Capital Investment Decisions
- Adv4.4 Acquisition: Construction Projects
- Adv4.5 Review of Reliability Engineering
- Adv4.6 Operations & Asset Management
- Adv4.7 Asset Failures
- Adv4.8 Maintenance Strategies
- Adv4.9 Asset Condition
- Adv4.10 Refurbishment
- Adv4.11 Strategic Failure Modes
- Adv4.12 Review of Sustainability

Adv5

Understanding Whole Life Costs & Risks

- Adv5.1 Overview of Lifecycle Costs
- Adv5.2 Building a Whole Life Cost model
- Adv5.3 Model-Building Best Practice
- Adv5.4 Modelling Other Costs
- Adv5.5 Comparing Options using WLC models

Adv6

Contractor & Supplier Management

- Adv6.1 Risks and benefits of outsourcing
- Adv6.2 Main types of 3rd party work
- Adv6.3 Principles of procurement
- Adv6.4 The right contract for the job
- Adv6.5 Managing contracts and suppliers
- Adv6.6 The role of Asset Managers
- Adv6.7 Financial Terms



The Practice of Asset Management:

Applying Asset Management
decision making principles

Key Topic areas	What is covered
Key Asset Management Concepts	<ul style="list-style-type: none"> • Definitions and challenges of Asset Management • Three waves of Asset Management • The role of the Asset Management Practitioner
Alignment	<ul style="list-style-type: none"> • Principle of alignment • Demonstrating importance of alignment within your own organization
Risk Appetite	<ul style="list-style-type: none"> • Understanding risk appetite within an Asset Management context • Applying risk appetite to decision making
AM Policy	<ul style="list-style-type: none"> • Purpose of the policy within an Asset Management System • Policy development process • Communicating the AM policy
AM Objectives	<ul style="list-style-type: none"> • Relationship between organization objectives, levels of service and AM objectives
SAMP or top level AM Strategy	<ul style="list-style-type: none"> • Addressing organizational challenges • Content of the SAMP • Incorporation of enablers within the SAMP
Asset Management System	<ul style="list-style-type: none"> • Implementation of an Asset Management System • Aligning artefacts within an Asset Management System
Top Management & Governance	<ul style="list-style-type: none"> • The role of top management in Asset Management • The steering group • Governance of Asset Management improvement
Where are you now?	<ul style="list-style-type: none"> • Assessing Asset Management capability through maturity assessment
Where do you want to go?	<ul style="list-style-type: none"> • The improvement roadmap • Applying lessons learned • The business case for ISO55001 certification

Duration

10 hours

Delivery Method

Instructor-led Training

Target Audience

All senior
management / every
department head

Includes

Hosted Instructor Led Training
sessions with experienced Asset
Management Professionals



Asset Information & Knowledge:

The role of asset data, information and asset knowledge in strategic Asset Management

Key Topic areas	What is covered
Principles of Asset Information Management	<ul style="list-style-type: none"> • The role of information in Asset Management • Information types • Information linked to decision making
The Asset Inventory	<ul style="list-style-type: none"> • Defining the required inventory and hierarchy • Introducing the asset information model
Work Management Systems	<ul style="list-style-type: none"> • How the technology systems support Asset Management • Relationship between work related data and information
Information Quality & Standards	<ul style="list-style-type: none"> • • Using standards to define information requirements • Data quality criteria • Quality improvement activities
Managing Asset Information	<ul style="list-style-type: none"> • • The Asset Information Strategy • The lifecycle of asset information • Asset Information Management System • Roles in information management
Asset Information Processes	<ul style="list-style-type: none"> • • Creation of asset information • Encouraging timely data provision
Asset Information Systems	<ul style="list-style-type: none"> • • Understanding the system landscape • Selecting the right system • Consideration for user interfaces
Knowledge Management	<ul style="list-style-type: none"> • • Sharing knowledge for continuous improvement • Knowledge supporting decision making
Current topics in Asset Information	<ul style="list-style-type: none"> • • Asset health indexes • Digital asset management • Digital twin

Duration

10 hours

Delivery Method

Instructor-led Training

Target Audience

All senior management / every department head

Includes

Hosted Instructor Led Training sessions with experienced Asset Management Professionals.



People & Asset Management:

Building the right organization to realise the potential of your people

Key Topic areas	What is covered
Asset Management, Organization & Culture	<ul style="list-style-type: none"> • Recognizing the relationship between AM, Organizational design and Culture • Organization climate • Understanding capabilities
AM Leadership	<ul style="list-style-type: none"> • Importance of good leadership in Asset Management • Qualities required for strong leaders
Organizational Structure	<ul style="list-style-type: none"> • Symptoms of ineffective organizational structure • The impact of silos • Looking for the optimal organizational structure for Asset Management
Organizational Culture	<ul style="list-style-type: none"> • Defining desired culture • Changing the culture through the management model • Selling Asset Management to the unconvinced
AM Competence	<ul style="list-style-type: none"> • The Competency Framework • Developing competence • Professionalizing Asset Management
Communication	<ul style="list-style-type: none"> • Developing the communications strategy and plan • Getting communications right from the start
Managing Change	<ul style="list-style-type: none"> • Change programs • The factors of change • Change management model • Contributions to change
The AM Team	<ul style="list-style-type: none"> • The responsibilities of the Asset Management team • The skills required of an Asset Management practitioner

Duration

10 hours

Delivery Method

Instructor-led Training

Target Audience

All senior management / every department head

Includes

Hosted Instructor Led Training sessions with experienced Asset Management Professionals.



Lifecycle Decisions: From asset need to handover

Key Topic areas	What is covered
Defining & Delivering Lifecycle Activities	<ul style="list-style-type: none"> • Exploring the scope of lifecycle decisions and their impacts on the rest of the lifecycle
Acquisition: Business Needs including Demand	<ul style="list-style-type: none"> • Demand forecasting and Asset Management • Demand modelling
Acquisition: Capital Investment Decisions	<ul style="list-style-type: none"> • The Business Case • Financial appraisal • Asset investment planning
Acquisition: Construction Projects	<ul style="list-style-type: none"> • The role of the project team • Handover and operational integration
Review of Reliability Engineering	<ul style="list-style-type: none"> • Considering reliability through the lifecycle • RAMS requirements
Operations & Asset Management	<ul style="list-style-type: none"> • Operations in the lifecycle • Managing access, downtime and outages • Understanding unplanned outages

Continued overleaf...



Lifecycle Decisions (Continued): From asset need to handover

Continued from previous page

Key Topic areas	What is covered
Asset Failure	<ul style="list-style-type: none"> • Defining and Analyzing failure data
Maintenance Strategies	<ul style="list-style-type: none"> • Maintenance optimization • Consideration of maintenance tools
Asset Condition	<ul style="list-style-type: none"> • Relationship of condition on asset performance • Asset Health Indices
Refurbishment	<ul style="list-style-type: none"> • Using partial replacement and midlife overhaul to achieve the optimal asset life
Strategic Failure Modes	<ul style="list-style-type: none"> • Recognizing when an asset system can no longer deliver it's requirements • Options for dealing with strategic failure modes
Review of Sustainability	<ul style="list-style-type: none"> • Environmental and business sustainability in Asset Management

Duration

10 hours

Delivery Method

Instructor-led Training

Target Audience

All senior
management / every
department head

Includes

Hosted Instructor Led Training
sessions with experienced Asset
Management Professionals.



Understanding Whole Life Costs & Risks:

Modelling cost and risk data to support decisions across the asset lifecycle

Key Topic areas	What is covered
Overview of Lifecycle Costs	<ul style="list-style-type: none"> • How costs in each lifecycle stage interact • Calculating the optimum life of an asset
Building a Whole Life Cost model	<ul style="list-style-type: none"> • Sources of data to inform the model • Dealing with incomplete data
Model-Building Best Practice	<ul style="list-style-type: none"> • Creating a usable model • Components of a good practice model
Modelling other Costs	<ul style="list-style-type: none"> • The effect of asset deterioration on the model • The cost of the consequence of asset failure
Comparing Options using WLC models	<ul style="list-style-type: none"> • Running multiple scenarios to determine most appropriate option • Assessing the impact of different capital options

Duration

10 hours

Delivery Method

Instructor-led Training

Target Audience

All senior management / every department head

Includes

Hosted Instructor Led Training sessions with experienced Asset Management Professionals.



Contractor & Supplier Management:

Selection, use and management of external service contractors and suppliers

Key Topic areas	What is covered
Risks and benefits of outsourcing	<ul style="list-style-type: none"> • Why outsourcing is important • What the standards say
Main types of 3rd party work	<ul style="list-style-type: none"> • Comparison of types of 3rd party work • Categorization of spend to drive value
Principles of procurement	<ul style="list-style-type: none"> • Taking a total cost of ownership approach • Strategic Sourcing
The right contract for the job	<ul style="list-style-type: none"> • Contract types • From need to contract • Contract rules • Negotiating the contract
Managing contracts and suppliers	<ul style="list-style-type: none"> • Performance requirements within contracts • Measuring performance against the contract • The relationship with suppliers
The role of Asset Managers	<ul style="list-style-type: none"> • Contribution of Asset Management to the process of contract development and procurement • Other roles within contracting
Financial Terms	<ul style="list-style-type: none"> • Understanding the financial terms used within Asset Management • Relationship between financial accounting and Asset Management decision making

Duration

10 hours

Delivery Method

Instructor-led Training

Target Audience

All senior management / every department head

Includes

Hosted Instructor Led Training sessions with experienced Asset Management Professionals.



Leadership Series

The Leadership Series is aimed at providing a working understanding of the management system framework's key principles which can be used to better prioritize investment decision making and set the strategic direction for the culture and operating model of the organization.

Ldr Leadership Series

Sessions Summary

Ldr0 Introduction

Ldr1 Introduction to the AM 4.0 Framework

- Ldr1.1 Challenges Facing Leadership
- Ldr1.2 Executing Strategy
- Ldr1.3 Value, Risk & Governance

Ldr2 The Role of Leadership in Culture, Alignment and Capability Building

- Ldr2.1 Leadership
- Ldr2.2 People
- Ldr2.3 Organizational Design & AM Framework

Ldr3 Delivering on Strategic Objectives

- Ldr3.1 Understanding Stakeholders
- Ldr3.2 Value-based Decision-making
- Ldr3.3 Net Zero

Ldr4 Meeting Financial and Budget Constraints

- Ldr4.1 Strategic Planning
- Ldr4.2 Spending Trade-offs
- Ldr4.3 Tools & Data

Ldr5 Governance & Risk

- Ldr5.1 Risk
- Ldr5.2 Governance
- Ldr5.3 Resilience

Ldr6 Role of Digital in AM 4.0

- Ldr6.1 Introduction to Digital
- Ldr6.2 Maximizing Value from Digital
- Ldr6.3 Digital Twins

Ldr7 Performance Management & Driving Improvement

- Ldr7.1 Performance Management Framework
- Ldr7.2 Measuring Performance
- Ldr7.3 Continuous Improvement

Ldr8 De-Risking Major Capital Programs

- Ldr8.1 Program Management Office
- Ldr8.2 Systems Integration
- Ldr8.3 Successful Handover to Operations



Introduction to the AM 4.0 Framework: How to improve execution of the operating model

Key Topic areas	What is covered
Challenges Facing Leadership	<ul style="list-style-type: none"> • Customer centric focus – greater agility • Upskilling in the new normal to meet strategic outcomes • Deliver on promise for continuous improvement • Eliminate silos and improve employee retention
Executing Strategy	<ul style="list-style-type: none"> • AM 4.0: A framework for integration of organisational activities • Implementing the Operating Model in practice • Meeting financial and budget constraints: understand impact on P&L • Role of digital in executing strategy
Value, Risk & Governance	<ul style="list-style-type: none"> • Understanding levels of service & willingness to pay • Building a customer-centric value model • Ensuring risks are visible and consistent with risk appetite • Integrating carbon reduction & ESG to deliver better outcomes

Duration

2 to 3 hours

Target Audience

All senior management /
every department head

Delivery Method

eLearning with recorded
webinars

Includes

- Case studies of good practice / successes / benefits
- Examples of poor practice & the consequences



The Role of Leadership in Culture, Alignment and Capability Building:

Building the right organization to realise the potential of your people

Key Topic areas	What is covered
Leadership	<ul style="list-style-type: none"> • Infrastructure Challenges and Leading Infrastructure • Lead from the top • Understanding Organizational Capabilities • Vision for the Future • Executing Strategy
People Capability Building	<ul style="list-style-type: none"> • The key capability: people • Resourcing challenges • Key skills for the future • Building an AM function you can rely on • A people strategy is critical • Culture
Your Decision Capability	<ul style="list-style-type: none"> • Business Capabilities in more Detail • How this helps with technology • What technology can and cannot do for you • Information is the goal – it's not data • Who, where, how of decision making

Duration

2 to 3 hours

Target Audience

All senior management /
every department head

Delivery Method

eLearning with recorded
webinars

Includes

- Case studies of good practice / successes / benefits
- Examples of poor practice & the consequences



Delivering on Strategic Objectives:

How to Integrate organisational activities to deliver strategic outcomes

Key Topic areas	What is covered
Understanding Stakeholders	<ul style="list-style-type: none"> • Stakeholder requirements and how to elicit them • Levels of service and willingness to pay • Understanding and articulating risk appetite • Interpreting implications of legislation and regulation
Value-based Decision-making	<ul style="list-style-type: none"> • Understanding the value chain • Developing a value framework • Embedding value-based decision-making • Measurement of value delivery
Net Zero	<ul style="list-style-type: none"> • Carbon accounting • Alignment to Value Framework • Decisions which support Net Zero

Duration

2 to 3 hours

Target Audience

All senior management /
every department head

Delivery Method

eLearning with recorded
webinars

Includes

- Practical worked example (relevant sector) to walk through the process of developing a value framework from stakeholder requirements.
- Introduce examples risk appetite part way through.
- Introduce the use of a capability model to provide the framework for integration
- Examples of use cases from other organisations in using capability model to execute the operating model in practice



Meeting Financial and Budget Constraints:

Using strategic planning tools to deliver performance and cost outcomes at the lowest cost

Key Topic areas	What is covered
Strategic Planning	<ul style="list-style-type: none"> • Strategic planning process aligned to business objectives • Application of value framework to prioritise investments • Importance of lifecycle approach in evaluation of priorities • Role of risk management framework
Spending Trade-offs	<ul style="list-style-type: none"> • Understanding constraints – financial and other resources • Linking investment prioritisation to P&L benefits • Trade-off between Capex and Opex • Delivering performance and risk outcomes at lowest cost
Tools & Data	<ul style="list-style-type: none"> • Introduction to Asset Investment Planning (AIP) Tools • How to integrate AIP tools into the strategic planning process • Importance of good asset and cost data • How to make progress without perfect data

Duration

2 to 3 hours

Target Audience

All senior management /
every department head

Delivery Method

eLearning with recorded
webinars

Includes

- Practical worked example to apply the value framework from module 2 to prioritise investments
- Examining the impact of these investments on risk
- Exploring whether resulting risks are within risk appetite
- Exploring the different outcomes when applying different decision-making criteria (e.g. initial capital vs lifecycle costs vs consideration of risk).



Governance & Risk:

Ensuring the business is resilient to threats and managing its risks

Key Topic areas	What is covered
Risk	<ul style="list-style-type: none"> • Corporate risk & risk appetite • Integration of asset risks and corporate risks • Visualization of risks, challenge & debate • 3 lines of defence for assurance
Governance	<ul style="list-style-type: none"> • Directors' accountabilities • Using management systems to embed good governance • Delegated authorities – cost and risk • Governance reporting & ESG
Resilience	<ul style="list-style-type: none"> • External threats to asset intensive businesses • Assessing Business Resilience to these threats • Mitigation of resilience risks • Adaptation to resilience risks

Duration

2 to 3 hours

Target Audience

All senior management /
every department head

Delivery Method

eLearning with recorded
webinars

Includes

- Practical worked examples to explore the decisions Executives face when they have insufficient investment to meet the stated risk appetite
- Worked examples on how to reconcile financial budgets / constraints with risk appetite when there are insufficient funds
- Examples of good governance processes
- Examples of resilience approaches



Role of Digital in AM 4.0:

Exploiting digital technologies to drive efficiencies and value-based decision-making

Key Topic areas	What is covered
Introduction to Digital	<ul style="list-style-type: none"> • Opportunities that digital transformation presents • What is digital? • Data as an asset • Risks associated with digital adoption - typical pain points
Maximising Value from Digital	<ul style="list-style-type: none"> • Where to start – digital maturity and roadmaps • Framework for successful adoption of digital solutions • Typical solutions and how they integrate • Importance of data management
Digital Twins	<ul style="list-style-type: none"> • Understanding the digital twin • Levels of digital twin maturity • Opportunities and risks from adopting BIM • Lifecycle approach to adoption of digital twins

Duration

2 to 3 hours

Target Audience

All senior management / every department head

Delivery Method

eLearning with recorded webinars

Includes

- Practical exercise to develop a digital roadmap for a typical business.
- Practical guidance on how to create the business case for a digital roadmap.
- Practical guidance on how data can be valued
- Typical use cases for digital twins



Performance Management & Driving Improvement:

Enabling the organisation to drive improvements in performance and be agile in responding to changing circumstances

Key Topic areas	What is covered
Performance Management Framework	<ul style="list-style-type: none"> • Understanding the outcomes to deliver the strategic objectives • Creating a corporate scorecard that aligns with the value framework • Creating a KPI hierarchy that aligns with the corporate scorecard • Importance of Lead and Lag indicators
Measuring Performance	<ul style="list-style-type: none"> • Automating performance reporting from digital systems • Understanding normal vs special variation • Importance of visualisation boards and performance meetings • Communication of performance to all stakeholders
Continuous Improvement	<ul style="list-style-type: none"> • Introduction of LEAN techniques, benefits & measures • Identifying inefficiencies and improvements • Using the management system to drive continuous improvement • Agility to respond to changing circumstances

Duration

2 to 3 hours

Target Audience

All senior management / every department head

Delivery Method

eLearning with recorded webinars

Includes

- Examples of a Performance Management Framework
- Practical guidance on how to create a Performance Management Framework
- Examples on measuring performance with automation and traditional methods
- Examples of LEAN methods and their application



De-risking Major Capital Programs:

Enabling successful handover of major programs into operations on time and to budget

Key Topic areas	What is covered
Program Management Office	<ul style="list-style-type: none"> • Setting up programs for success • Role of a PMO & typical timeline for introduction of PMO • Embedding levels of service and KPIs into programs • Ensuring alignment of all program stakeholders
Systems Integration	<ul style="list-style-type: none"> • Integration of physical and digital assets through the project • Importance of clear ownership of systems integration • Supply chain collaboration & incentives • Using capability models to facilitate systems integration
Successful Handover to Operations	<ul style="list-style-type: none"> • Ensuring handover is a key driver in the project objectives • Begin with the end in mind – setting the right outcomes from the outset • Incentivising the successful handover of the physical and digital assets • Ensuring alignment of all project stakeholders

Duration

2 to 3 hours

Target Audience

All senior management / every department head

Delivery Method

eLearning with recorded webinars

Includes

- Examples of PMO organisation, roles and application
- Guidance on System Integration and collaboration within the supply chain
- Practical guidance on achieving successful handover
- Examples of handover of both physical and digital assets



AM4.0

For more information, get in touch

 +1 212 370 7319

 amclusa@amcl.com

 www.am4point0.com