

Asset Management Excellence

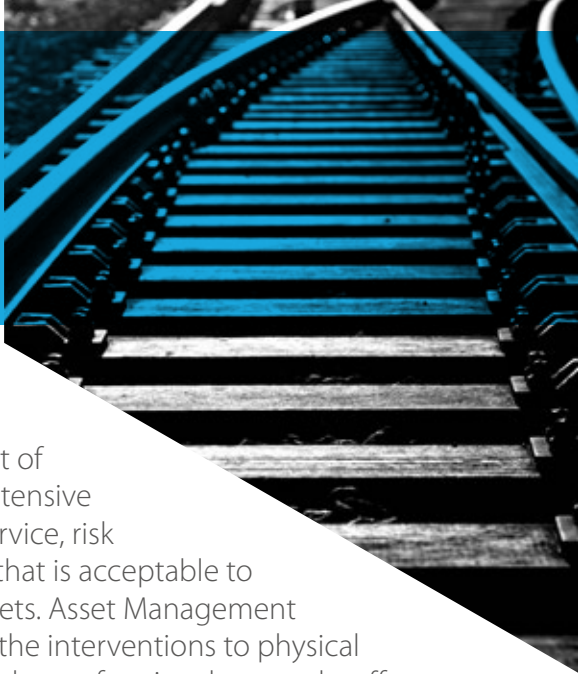
Utilising the AMCL Asset Management
Excellence Model™ (AMEM) to achieve world
class Asset Management.



amcl
asset management
excellence model™

AMCL+
LEADING ASSET MANAGEMENT

What is Asset Management Excellence?

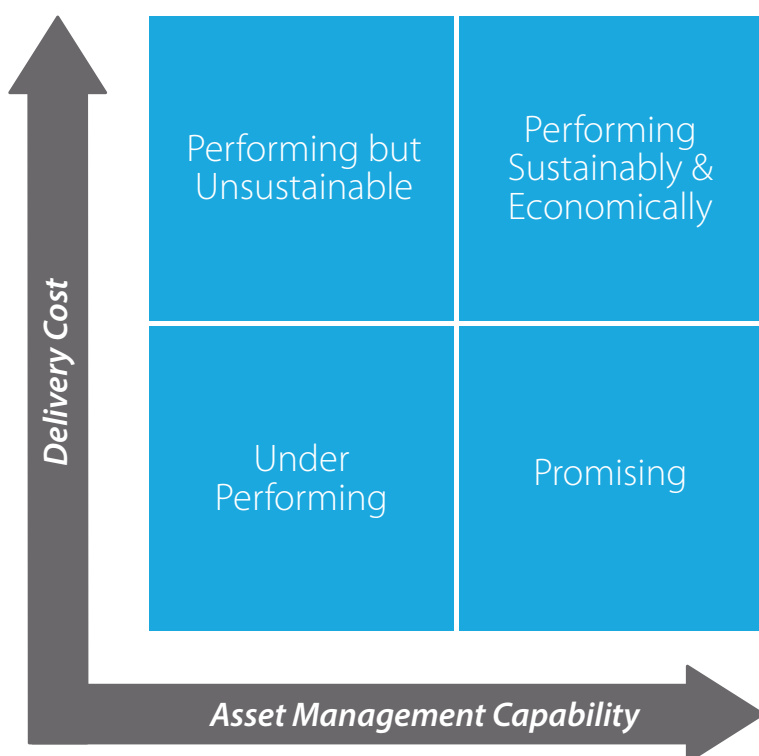


Asset Management is the culmination of a long history of development in the management of physical assets. It is about asset intensive businesses achieving a level of service, risk profile and funding requirement that is acceptable to stakeholders for the life of the assets. Asset Management involves making decisions about the interventions to physical assets required to achieve this, and can often involve a trade-off between short-term and long-term benefits.

Customers and other stakeholders often concern themselves primarily with current levels of service and cost, as that is the output they are experiencing in the immediate term. However, ensuring that these outputs are being delivered in an economic and sustainable manner requires a more in-depth understanding of the decisions, information and processes that an organisation is using for the lifecycle management of its assets.

This is an organisation's *Asset Management capability* and the

development of this capability can be described in terms of developing maturity. An organisation that develops appropriate levels of maturity in its *Asset Management capability* will achieve sustainable and economic outputs. We refer to this as *Asset Management Excellence*, this does not necessarily mean the organisation is world class in all aspects of Asset Management but that it has developed its *Asset Management capabilities* to appropriate levels of maturity based on its priorities and business objectives.



The AMCL Asset Management Excellence Model™



The AMCL Asset Management Excellence Model™ (AMEM) is one of the world's leading Asset Management assessment methodologies, and incorporates Asset Management guidelines from around the globe, including ISO 55001, BSI PAS 55, and the International Infrastructure Management Manual (IIMM). It is based around 39 core Subjects of Asset Management as defined by the Global Forum on Maintenance and Asset Management (GFMAM) in their 'Asset Management Landscape' document as follows:



Strategy & Planning

- Asset Management Policy
- Asset Management Strategy & Objectives
- Demand Analysis
- Strategic Planning
- Asset Management Planning

Asset Information

- Asset Information Strategy
- Asset Information Standards
- Asset Information Systems
- Data & Information Management

Asset Management Decision-Making

- Capital Investment Decision-Making
- Operations & Maintenance Decision-Making
- Lifecycle Value Realization
- Resourcing Strategy
- Shutdowns & Outage Strategy

Organization & People

- Procurement & Supply Chain Management
- Asset Management Leadership
- Organizational Structure
- Organizational Culture
- Competence Management

Lifecycle Delivery

- Technical Standards & Legislation
- Asset Creation & Acquisition
- Systems Engineering
- Configuration Management
- Maintenance Delivery
- Reliability Engineering
- Asset Operations
- Resource Management
- Shutdown & Outage Management
- Fault & Incident Response
- Asset Decommissioning & Disposal

Risk & Review

- Risk Assessment & Management
- Contingency Planning & Resilience Analysis
- Sustainable Development
- Management of Change
- Assets Performance & Health Monitoring
- Asset Management System Monitoring
- Management Review, Audit & Assurance
- Asset Costing & Valuation
- Stakeholder Engagement

Organisations are assessed against each of the 39 AMEM Subjects using a range of assessment criteria and questions. The scores are presented against the AMCL maturity scale, and results are used to identify and prioritise improvements based on where an organisation sits relative to world's best practice.

Improvement actions are identified based on the criticality of each activity to the organisation, the current scores for the assessment criteria that make up each activity and the targets an organisation and its stakeholders wish to set themselves for each activity. The AMEM is used to undertake third party independent assessments or can be licensed by organisations to undertake internal assessments

The AMEM is also underpinned by a frequently updated best practice body of knowledge which is also available to clients under license.

Immediate benefits of applying the AMEM assessment methodology include:

A clear view of organisational best practice and areas for improvement;

Identification of internal areas of excellence;

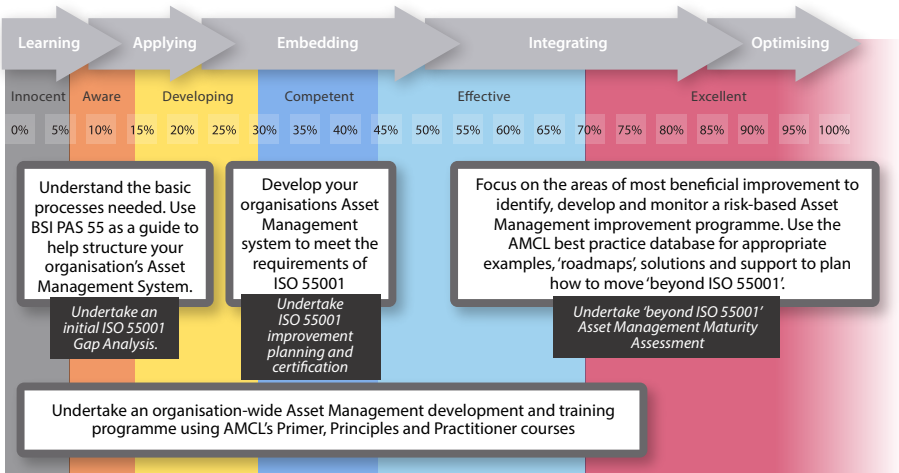
Identification of applicable external best practices;

A prioritised list of activities requiring improvement; and

Tangible evidence to support decisions for enhancing organisational systems, processes and procedures.

A complete Asset Management improvement programme

AMCL's Asset Management improvement programme solutions range from Asset Management training through to ISO 55001 certification and improvement programmes 'beyond ISO 55001'.



To ensure a consistent and coordinated approach we use the AMEM to structure all our training, assessment and certification products and services. These include initial gap analyses, ISO 55001 certification, 'beyond ISO 55001' assessment, 'roadmapping', training, coaching and further support.

Training

AMCL offers three levels of training, which are all aligned to the Institute of Asset Management's (IAM's) Competence Framework. The *Primer Course* provides a basic Asset Management appreciation which acts as an introduction to Asset Management theory and best practice. The *Principles Course* is a more thorough walk-through covering the application of Asset Management theory and best practice and comprises six modules. *Practitioner Courses* are detailed modules which provide those who wish to learn some of the intricacies of good Asset Management with some valuable tools and techniques.

ISO 55001 Certification and improvement 'beyond ISO 55001'

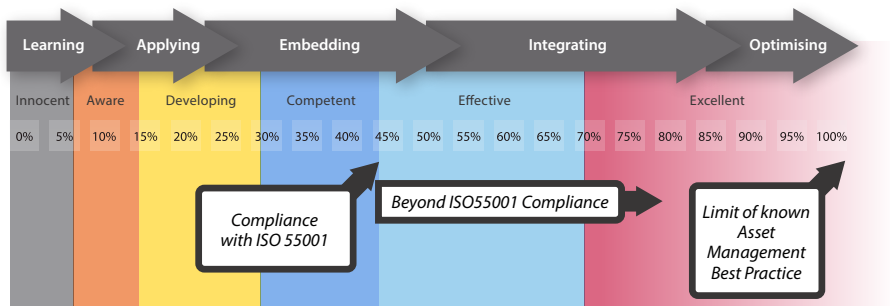
AMCL offers a range of assessment and audit services related to ISO 55001 including full certification which is an important waypoint on the Asset Management journey. These assessment and audit services build an organisation's awareness of asset management, how ISO 55001 can help build a firm foundation for it, and what can be done to take the organisation's capabilities beyond the requirements of ISO 55001, including benchmarking against world best practice and other organisations and sectors.

The Asset Management Journey



Customers and regulators typically see only output performance. Delivering long term economic and sustainable outputs requires an organisation to also understand its Asset Management capabilities. The concept of Asset Management maturity is a useful way of understanding your organisation's current capabilities and potential failures. This will help the understanding of the appropriate level of maturity for your organisation, allow comparison with others, and assist in the development of the 'road map' to success.

AMCL uses a maturity scale to assess an organisation's asset management capability which is reproduced below. ISO 55001, the International Standards Organization's standard on Asset Management, is a key waypoint on the journey to Asset Management Excellence, and the maturity scale is aligned with the Institute of Asset Management's (IAM's) definition of Asset Management Excellence (see www.theiam.org):



The maturity scale has six maturity states as follows:

1	Innocent	The organization is not aware of the importance of the Asset Management activities
2	Aware	The organization is aware of the importance of the Asset Management Activities and has started to apply this knowledge
3	Developing	The organization is developing its Asset Management Activities and embedding them
4	Competent	The organization's Asset Management Activities are developed, embedded and are becoming effective
5	Effective	The organization's Asset Management Activities are fully effective and are being integrated throughout the business
6	Excellent	The organization's Asset Management Activities are fully integrated and are being continuously improved to deliver optimal whole life value

Processes can also be described in terms of their **existence, completeness, effectiveness** and **integration**. To be in the 'Competent' band or above, an organisation must have demonstrated that processes **exist** and are **complete**, whether documented or not.

This is broadly the equivalent of ISO 55001 (or BSI PAS 55) compliance. If the organisation can demonstrate its processes are also **effective** and **integrated**, it will begin to demonstrate 'Effective' or 'Excellent' maturity.

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