



Building an Asset Mgmt. Team

Identification of Resources



Overview

Part 1 – What are the options?

Part 2 – Why do you need a team?

Part 3 – Who makes a good Asset Manager?

Part 4 – Lessons Learned

Managing Assets

vs

Asset Management



Daily service



Age



Up-front cost



Maintenance



Local Expertise



Reactive



Long-term performance



Condition and risk



Whole-life cost



Lifecycle management

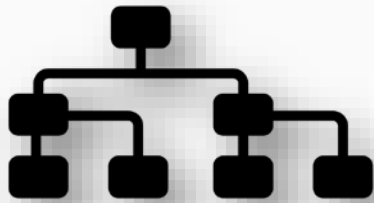


Integration



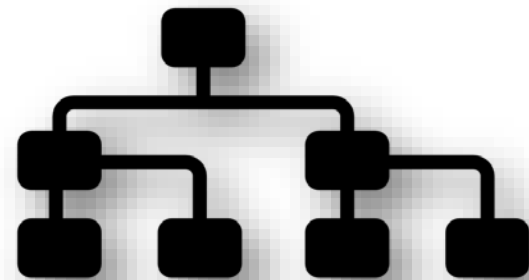
Proactive

Part 1 – *What are the options?*



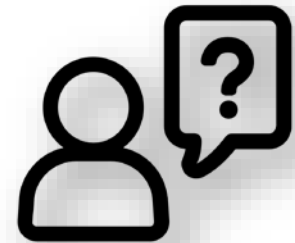
Typical Options Available

1. Separate Internal Team
2. AM Lead w/ Embedded Support
3. AM Lead w/ External Support
4. External Support
5. Hybrid of the above

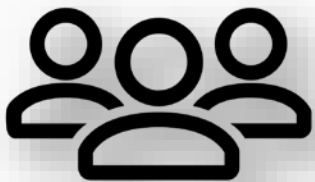


Question: If your desire was to...

- Improve business processes;
- Implement a management system;
- Balance performance, risk and cost;
- Create an AM aligned culture;
- Plan and coordinate investment prioritization and decision making;
- And, you had no constraints how would you ideally structure an AM team?



Part 2 - *Why do you need a team?*



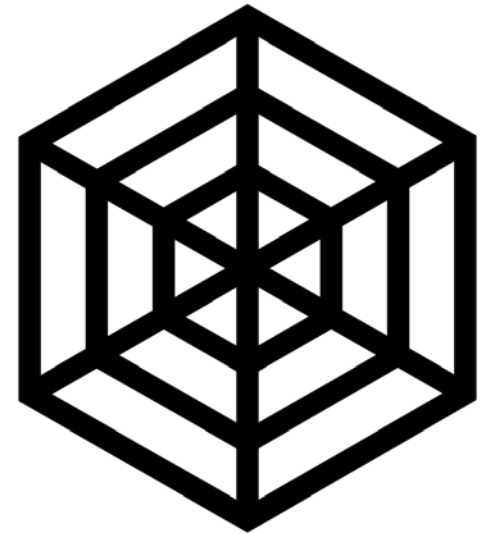
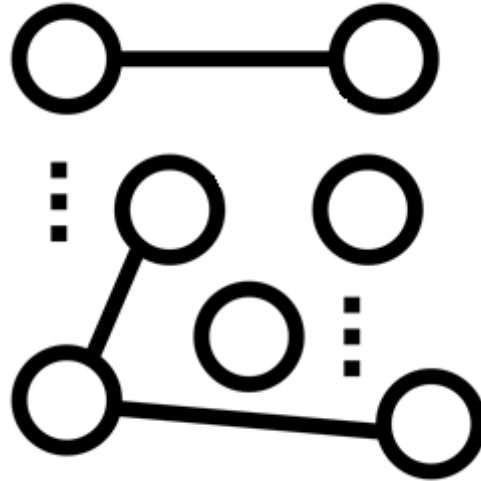
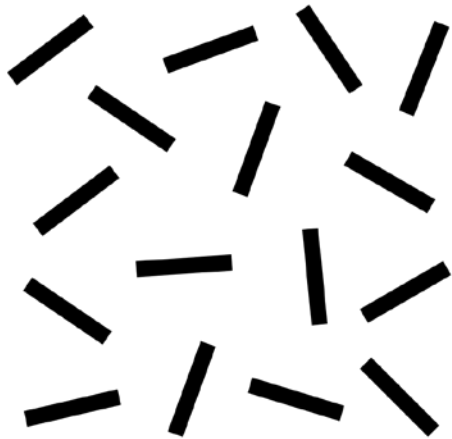
Why do you need a Team?



- AM experience over thirty years strongly suggests the need for a specific, dedicated AM team.
- **You can't just think things better.**
 - To improve, there must be action, and people with responsibility for those actions.
- ISO 55000 defines **AM as the 'coordinated' activities of an organization to realize value from its assets.**
 - Co-ordination takes effort, not just a general wish to co-ordinate.
- This is **no different than other functional teams** within your organization where **expertise and specialization deliver value.**
- If it is your plan to deliver the AM capabilities, you need to be intentional in adding this competency to your organization.

What isn't possible without them

- Without a focal point, organizations struggle to do more than isolated improvements
- Lack a framework to bring together the different activities around assets to align and optimize decisions
- Generally fail to develop asset strategies, integrated long-term asset planning, and anything beyond compliance to a check the box standard



Three Asset Management Revolutions

1. Asset Inventory: know what assets we have, where they are, their age and condition
2. Optimization: using what we know to begin to optimize maintenance, renewals, capital prioritization, at every level.
3. Infrastructure Decision Making: What infrastructure do we need for the 21st century and beyond?

Penny Burns, May 2018

What does an AM team do?

1. Deliver TAM elements and requirements.
2. Co-ordinate the integrated Asset Management Plan.
3. Lead the implementation of Asset Management principles, including training.
4. Development and implementation of co-ordinated Asset Strategies both at class and system level.
5. Key role in defining the Asset Information Strategy.
6. Focus for improved asset decision-making techniques and models.
7. Facilitating conversations between finance, maintenance, ops and Engineering.

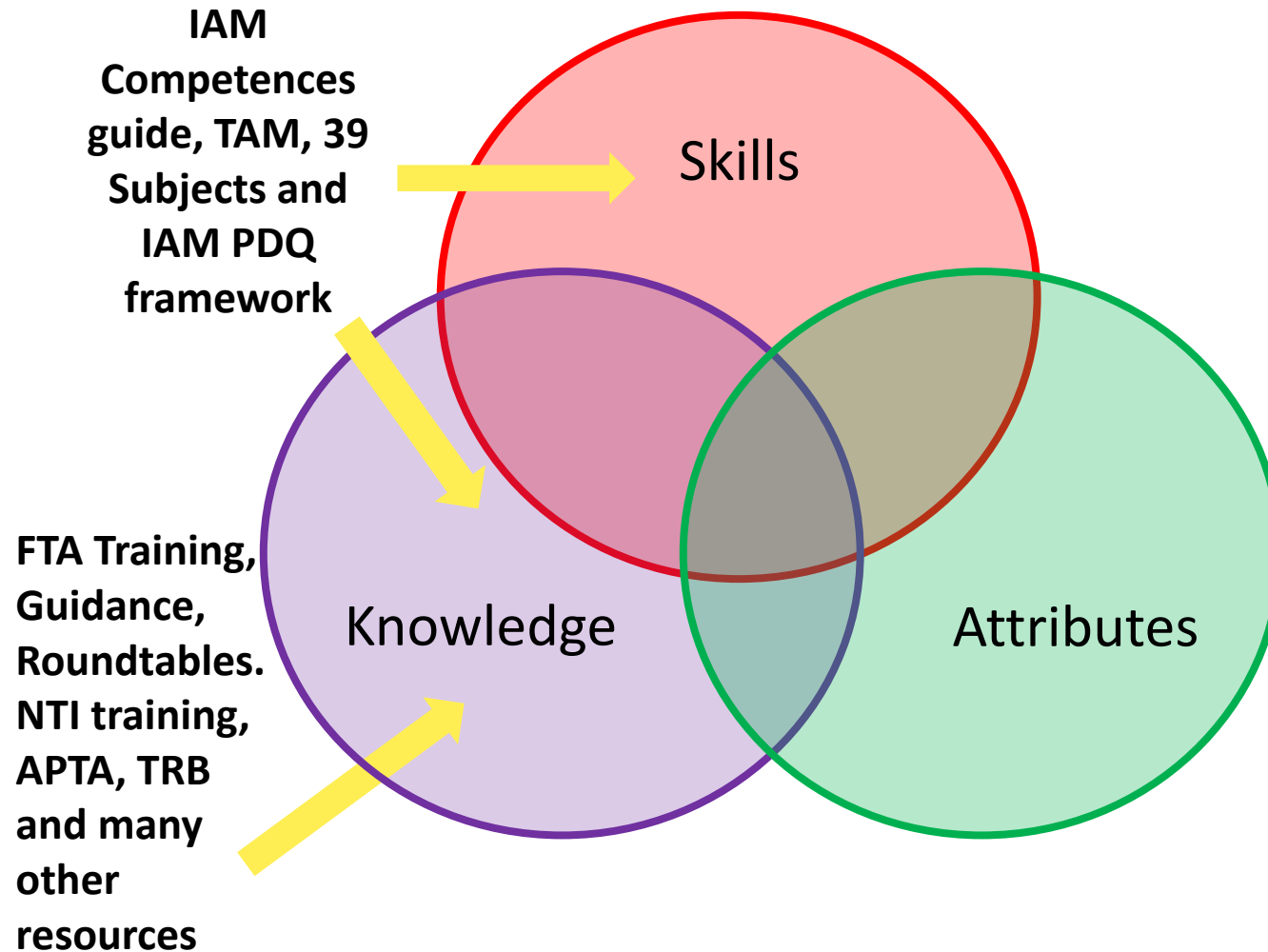
Part 3 – *Who makes a good Asset Manager?*



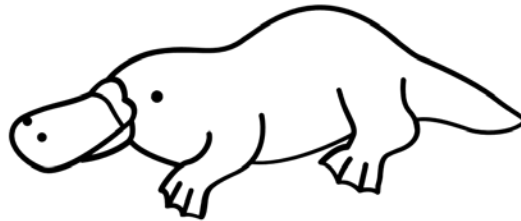
Looks fairly impossible to implement good asset management with no-one who knows much about it...



Captain Obvious

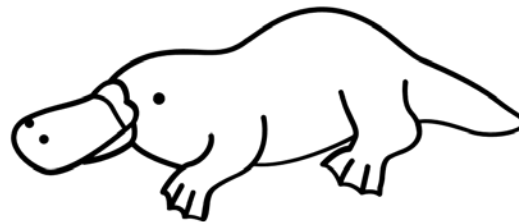
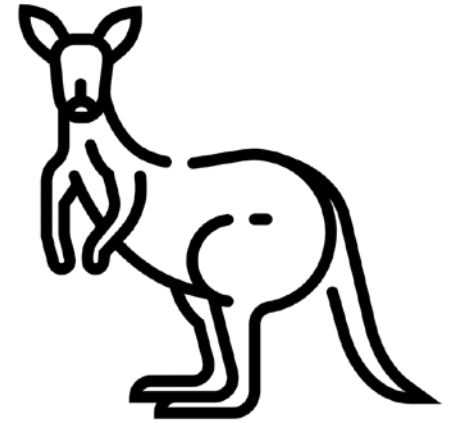
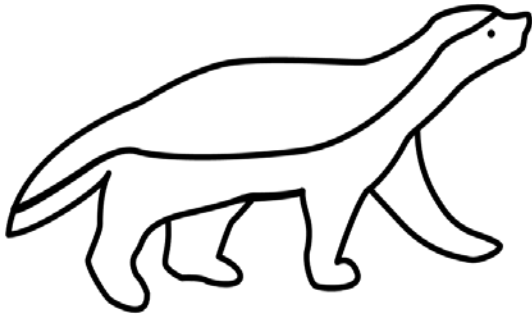


Who are we looking for?

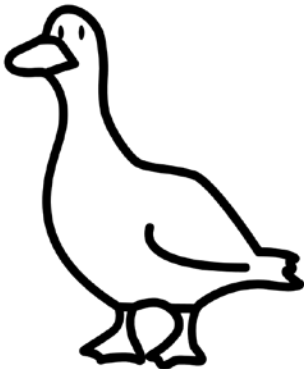


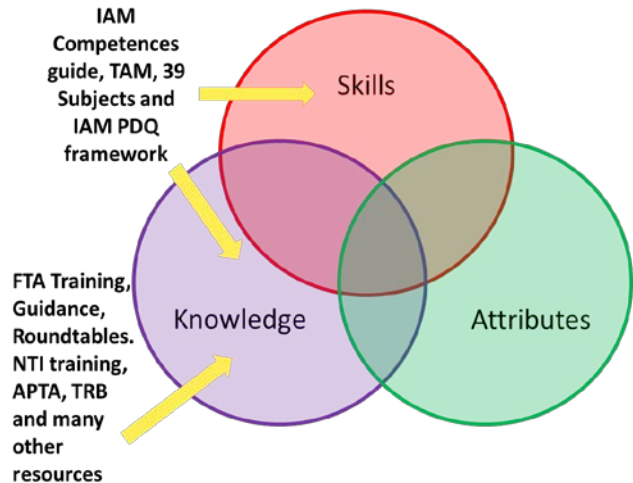
**'Ideal' Asset Management
Practitioner = Platypus**

Who are we looking for?



**'Ideal' Asset Management
Practitioner = Platypus**





- Skills can be acquired
- Knowledge is available through training
- No one person must have all knowledge and experience
 - But depending on size of team you can have **range** of knowledge skills and experience
- Attributes is where we focus

Key Attributes of an AM Person

- Embrace uncertainty – *Chris Lloyd*
- Problem Solver
- Objectivity and Self-awareness
- Curiosity
- Grit & determination
- Life long learner
- Credit giver – No big egos
- People who know they don't know it all....
- Attribute Matrix – *we use these when hiring*

The Team Needs

1. Balance of interest in technical and business strategy
2. Some good system and structured thinkers
3. Longer term perspective: 'And then what?'
4. Emotional intelligence and communications skills
5. Strong proportion of people who can 'embrace uncertainty', probabilistic and scenario thinking
6. Openness to change – but not novelty for its own sake
7. Enough leadership skills to get others to buy into our new ways of working

Part 4 – *Lessons Learned*



Some things that worked for RTD AMD

Look for attributes in:

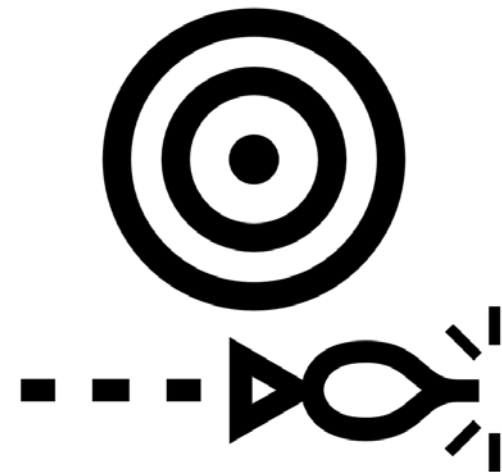
- Older, smart maintenance people
- Data scientists (Analysis)
- *Backgrounds include military, construction, automotive, market research, aviation, IT, finance, mathematics, electrician, engineering, rail infrastructure, small business owners, rail vehicle maintenance, accounting, agribusiness*

The Seven Revelations of Asset Management

- Asset management is a strategic approach, not a formula
- The asset management system is the end of the beginning, not the beginning of the end
- A collective shift in beliefs and attitudes is needed
- Asset management imposes a responsibility on individuals and groups to learn from each other
- Asset management is driven by collective learning underpinned by collectively shared knowledge
- Asset management requires personal commitment as well as professional development
- Asset management demands openness about past performance

Charles Johnson and Chris Lloyd, *The Seven Revelations*

*The probability of hitting a target you
haven't specified or aren't aiming at is low*



Recap

Part 1 – What are the options?

Part 2 – Why do you need a team?

Part 3 – Who makes a good Asset Manager?

Part 4 – Lessons Learned

Coming soon

- TRB Asset Management
- Guide on *Building an AM Team*, from RTD staff, and other experts
- Beta testers very welcome!

Thanks to the Denver AMD Team



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