

## Learning the AM lessons across sectors

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## My background

- Working in UK infrastructure Asset Management since early 1990s
- Challenges included Yorkshire Water, London Underground and Scottish Water
- Involved in the Institute of Asset Management since 1999 (IIMM, PAS 55, *Assets*)
- MESA Eminent speaker in 2004 - this allowed me to travel round Australia to talk to wide range of organisations and develop 'GAMO' for LUL



## What is there - and not yet

- Current resources
  - Guidelines
  - Networking
- Advice that is harder to get
  - Organisational structure
  - Asset information
  - Culture change
- The way forward



## Guidelines: paper manuals

- Examples
  - International Infrastructure Management Manual (IIM Manual)
  - More sector-specific manuals, such as the Australian Total Asset Management (TAM) manuals
- Useful even just for definitions and contents pages
- Definite advantages – can physically wave them at people – but also limitations (RTFM)



## Guidelines: web based

- Examples
  - GHD/ Roger Byrne web-based knowledge base for Asset Managers
  - MESA Engineering Asset Management Body of Knowledge project
  - UK Property AM guidelines group uses 'wiki' format for compiling good practice
- Using the web generally is haphazard, not least because 'Asset Management' = management of financial assets



## Guidelines: specifications & standards

- Examples:
  - UK fast-track specification, PAS-55, for Asset Management, for 'fit' with basic good practice
  - Other relevant standards eg IEC Dependability Standards, ISO/ IEC 15288 Systems Engineering - Systems lifecycle process
- Limitations with existing AM guidelines match issues in the field of AM overall



## Networking

- People will share a great deal, if you talk to them in moderate confidentiality
- It is not hard to start to get a view on who is successful and what they did to get good
- Begin through formal associations like MESA/ AM Council, or sector networks such as IPWEA
- Non-profit events by the AM-focused networks are more useful than commercial conferences in my experience



## What is missing

- Organisational structure
- Asset information
- Culture change



## Organisation: in v out

- “What’s the right proportion of maintenance to outsource?”
- No lack of experiments to test out the answer since the 1980s
  - Sometimes outsourcing and then bringing back in house seems to be a good idea, to learn something of commercial realities
  - Some things are definitely easier to outsource than others?



## Organisation: internal structure

- How should we organise internally?
- Explicit AM function:
  - Hard to make any significant changes without focus
  - Day to day operations and engineering not usually good places to house AM
    - attitude, skills, focus, immediate/ detailed - doers do not generally make the best planners. ('Poachers' versus 'gamekeepers' is another perspective on this.)



## Organisation: the successes

- Conspicuous AM success stories known to me (eg YWS, YE, EA) have explicit Asset Management functions
  - RailCorp decided it could not progress further without dedicated and well resourced Strategic AM function despite very sophisticated AM tools and training
- But there is very little yet out there in the public domain on appropriate structures yet to guide us



## Asset information: the bad news

- How to manage information (as opposed to what data to have) not addressed by IIM Manual or PAS-55
- Particularly snake-filled area to buy support in. Most people who offer help on information are selling you IT, and that is not the same thing
- Most organisations are not doing it well



## Asset Info: glimmers of hope

- Growing number of Asset Information Managers who are definitely not IT – eg at RailCorp
- Do not try to reinvent the wheel (eg Asset Register) - someone else out there has done it before. Sharing experiences in this area is I believe critical.
  - Eg UK Asset Information Good Practice Group



## Culture change: not much there

- Hardest part of implementing AM is changing the way people do things
- This is an area in which it is difficult to know where to look for advice
- Perhaps the best we can do at the moment is look at what organisations are trying elsewhere
  - Egs good facilitation skills, Neuro Linguistic Programming (NLP) training and coaching as a key part of AM implementation



## Culture Change: early days

- We are the first generation of AM implementers, and there is still more theory around than practice (not many theorists have been change theorists)
- Honourable mention must be given to Dr Penny Burns, whose SAM On line is perhaps the single most useful resource for the neophyte Asset Manager
  - it includes how to influence organisations and managing asset information as well as very useful advice on budgets



## Culture Change: making a start

- Where you require a major shift, you need competent management; management training for key AM staff is clearly a good idea



## The way forward: collaboration

- For example, RailCorp, Energy Australia and Energex all now use common AM tool initially developed for NSW rail, and share data and ideas for taking them forward
- RailCorp and EA both can help share experiences in NSW (eg RailCorp AM training)
- ACORN



## Conclusion

- Don't try this on your own
  - at least ten solid years' experience to learn from, with some practice going back twice as far in Australia
  - there are AM organisations in many sectors and countries, public and private, of all different sizes
  - what's easily available is not yet that useful for the completely innocent
- Networking events like this one are invaluable - nothing yet beats direct communication
- Plan your next networking lunch!

