

IAM US National Branch Event
Subject Specific Guidelines (SSG)
22 June 2023

Agenda



- IAM Opportunities To Develop and Promote Asset Management Knowledge
- IAM USA Executive Committee and USA Chapter Overview
- Introduction to IAM Subject Specific Guidelines (SSGs)
- Review Select SSGs
 - SSGs 1, 2 & 5: Asset Management Policy, Strategy and Plans
 - SSG 39: Stakeholder Engagement
- Break out with branches to further discuss and network
 - In-person
 - Remote

IAM Discussion Forum

Forum you can introduce new asset management discussion topics and engage in existing topics

Category where members can ask the community for help

Being utilized by our IAM key programmes of work

As part of our development of knowledge we are aiming to extract the questions and consolidated answers into an online resource

[The IAM Discussion - IAM Asset Management discussion forum](#)

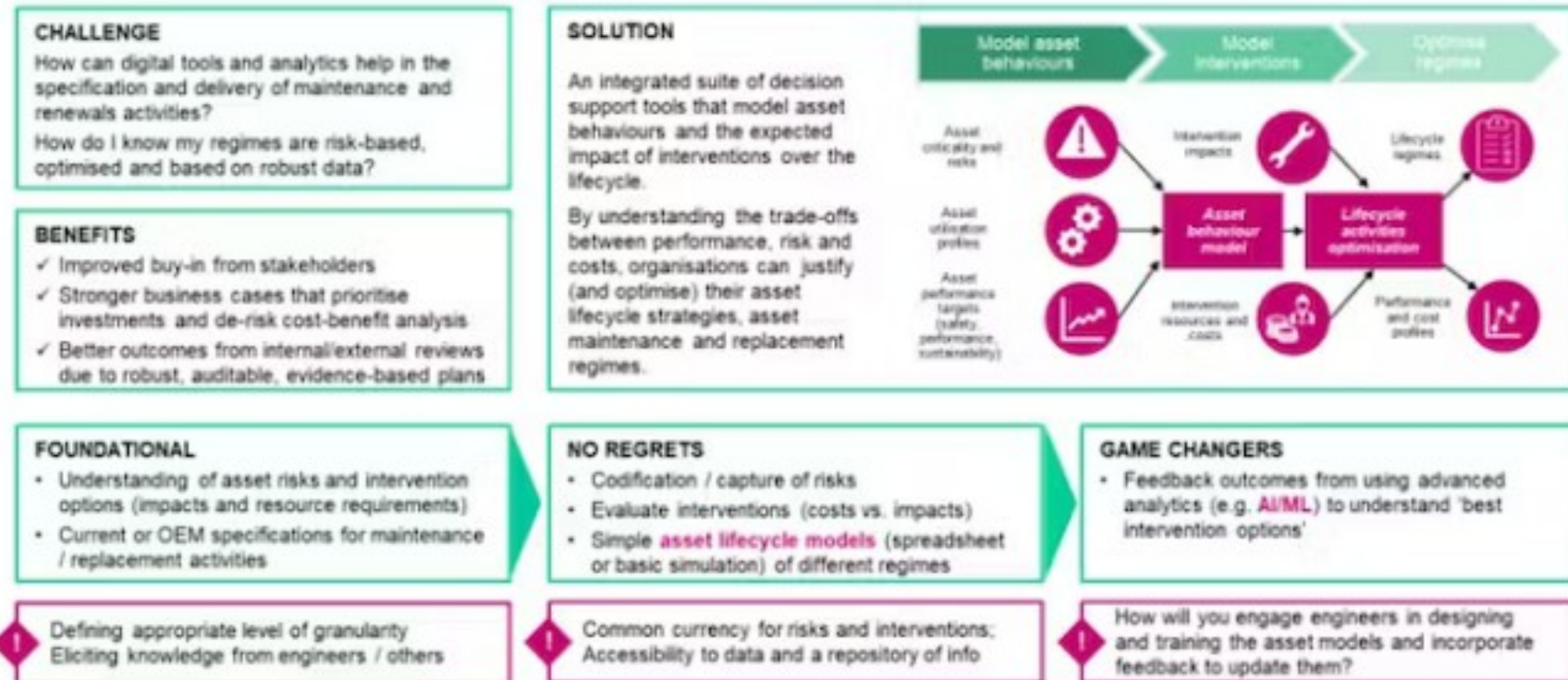


Knowledge Groups

PLAN DESIGN BUILD **MANAGE** OPERATE

3. Asset Lifecycle Decision Support Tools

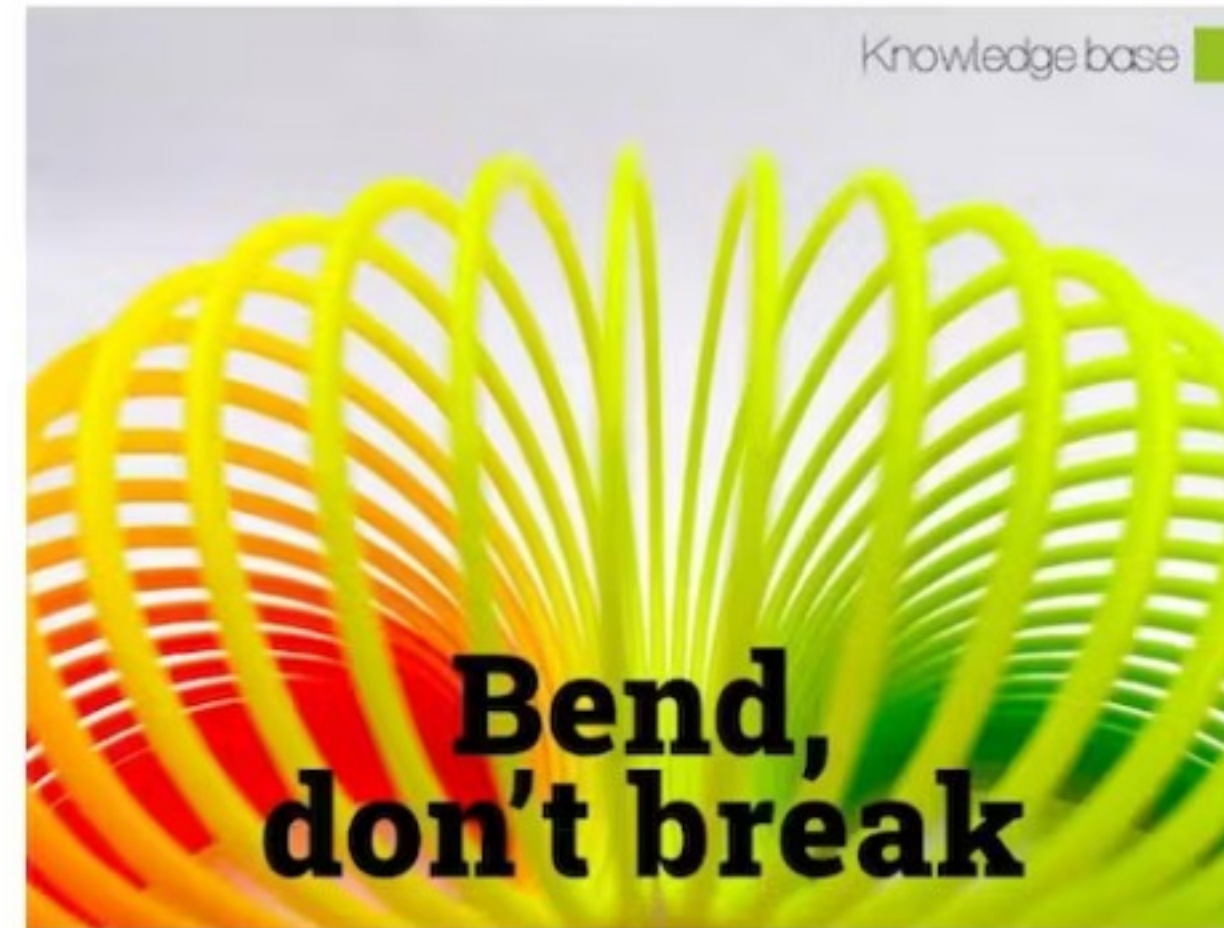
How do I manage the assets I have in terms of maintenance and renewals regimes?



Digital



Excellence and Maturity



Early in 2021, the Institute of Asset Management surveyed its members on the topic of resilience. Here, the resilience committee, chaired by Planifika President **Bernard Gaudreault**, reports back on its findings

Resilience has been one of several topics of focus for the IAM in recent years. The Institute believes that organisations must focus on ensuring resilience; resilience within their organisation, their operations, and their services to society. As the world becomes more dynamic, changeable, and unpredictable, organisations should not only be concerned with surviving and coping with unplanned challenges, but also thinking and improving their ability to learn, adapt, recover, and anticipate change. Organisations must look to foster good resilience through access to the right tools, approaches and culture. The survey addressed these and other aspects of resilience, and this article builds on it by discussing some of the findings from that survey. In terms of how well respondents' organisations include resilience in their management and/or functional structure, more than 50 per cent said they had an organisational plan for resilience, while only 13 per cent said they do not specifically address resilience.



Resilience



Climate Emergency



Circular Economy

Example Volunteer Opportunities

- Chapter activities e.g. branches, conferences, events, NxtGen
- Subject specific guidance documents
- Knowledge groups
- Curating knowledge from IAM Discussion Forum posts
- Competences framework
- IAM Diploma question bank refresh
- GFMAM landscape revision
- Assets magazine articles
- Webinars
- Case studies
- Judging awards
- IAM center committees (e.g. membership)

Volunteer Now



Volunteering with the IAM

Volunteers are at the heart of everything the IAM does. Many of the products and services that we offer would not exist without the support of volunteers during planning, development, and implementation stages.

We have an ambitious strategic plan, which outlines how we will support our members, help organisations enhance their asset management capabilities, grow our knowledge base, and develop the IAM and its global reach over the next three years. We need your help to make it happen!

Keep Up to Date with the IAM

- If you are already a member ensure you are signed up for updates
- If you are not already a member why not join and ensure you sign up for updates:

[IAM - Individual Membership \(theiam.org\)](https://theiam.org)

- If you don't want to be a member, register for an account and ensure you sign up for updates:

[IAM - Register Member \(theiam.org\)](https://theiam.org)

- Follow our IAM LinkedIn page:

<https://www.linkedin.com/company/the-iam/>

We are posting something every working day

~21000 followers



the professional body for
through-life management of physical assets



IAM-USA Overview

US Chapter Committee



Tammy Whipple
Chair
(2023)



Mark Knight
Deputy Chair
(2023)



Joe Mooney
(2023)



Katterinne Fleming
(2024)



Tom Myers
(2023)



David Kraft
(2024)



Andrew Ardrey
(2024)

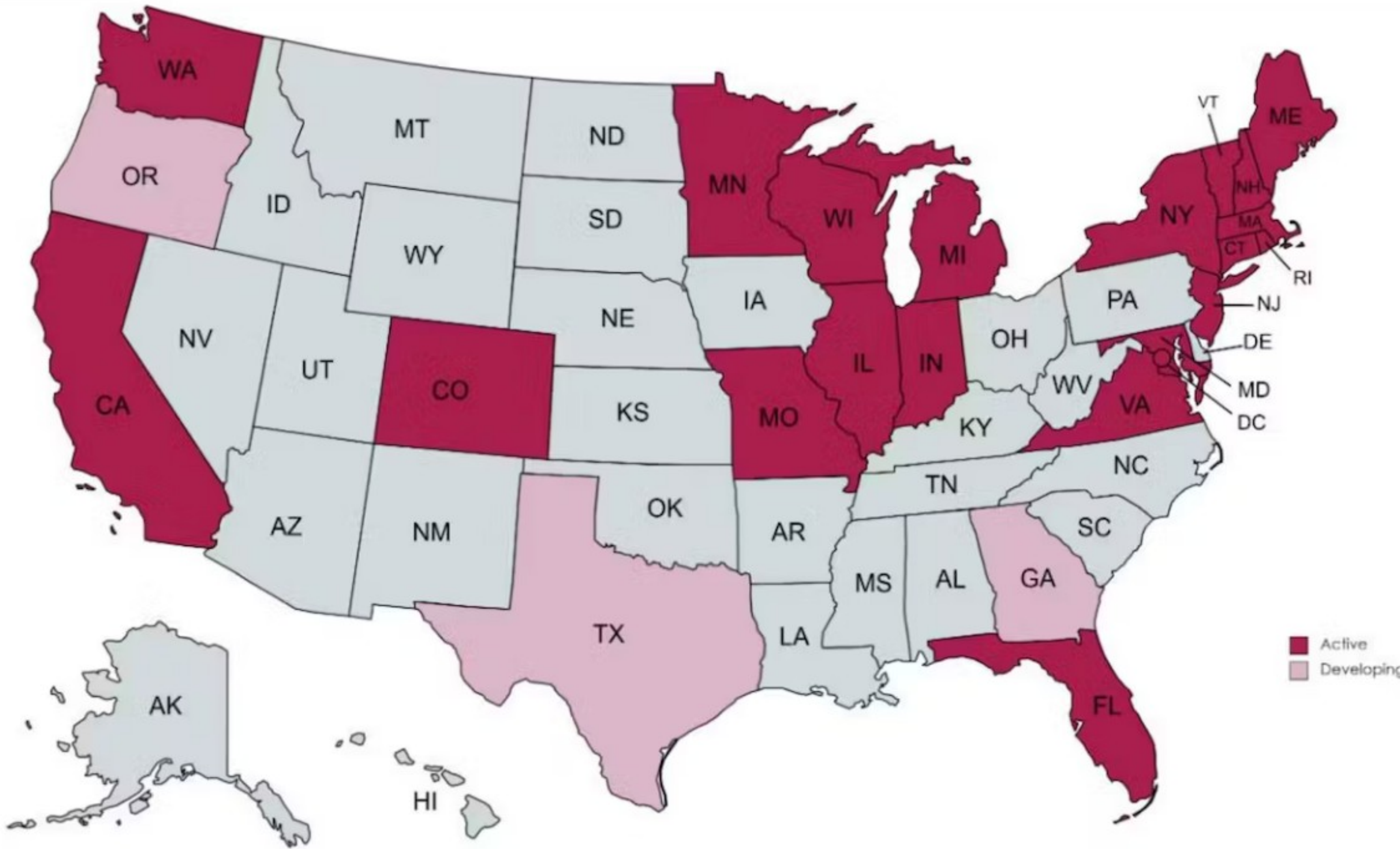


George Galambos
(2024)

USA Chapter 2023



Please Add To Your Name The Branch You Want To Join At The End of The Hour In A Break Out Room

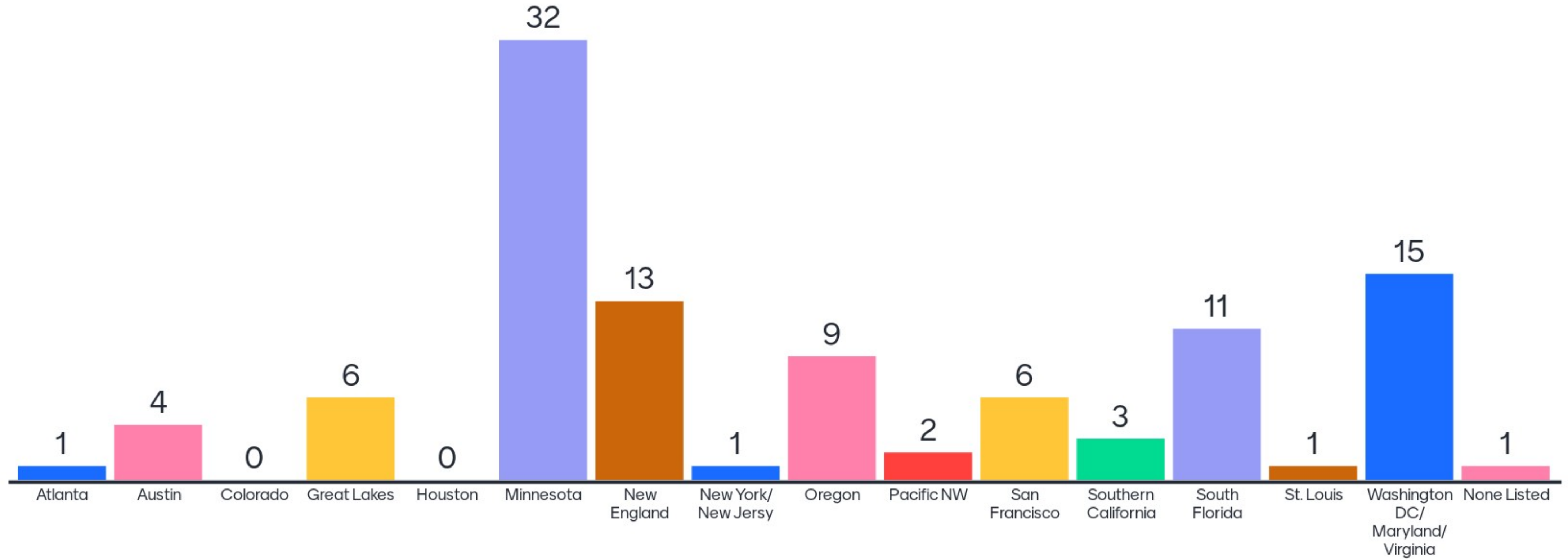


Total of 15 Branches

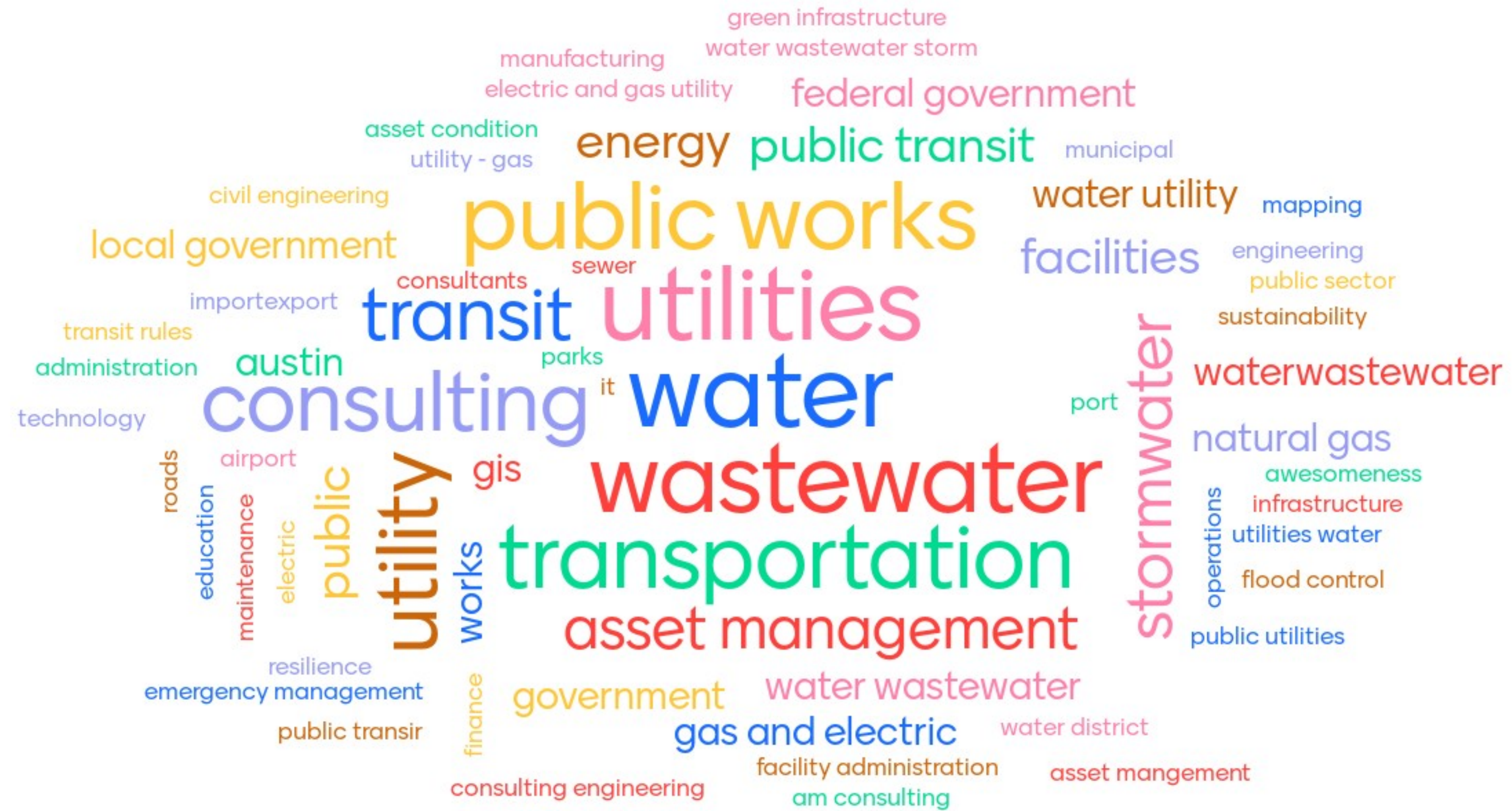
- Atlanta
- Austin
- Colorado
- Great Lakes
- Houston
- Minnesota
- New England
- New York / New Jersey
- Oregon
- Pacific NW
- San Francisco
- Southern California
- South Florida
- St. Louis
- Washington DC / Maryland / Virginia

U.S. Members: 337+

Which Branch Or Area Are You From?



What Industry Do You Work In?



Membership Levels, Costs & Benefits



Student – actively studying asset management



Associate – no prerequisites



Member (MIAM) – experience and Proposer support required



Fellow (FIAM) – leadership experience and two Proposers required

Annual Membership Costs

- ✓ Initial joining fee: \$50 (free for Corporate)
- ✓ Student: \$40 (\$25 for Corporate)
- ✓ Associate, MIAM, FIAM: \$200 (\$170 for Corporate)

Membership Benefits

- ✓ Discounts on books & publications
- ✓ Discounts on IAM Conferences & events
- ✓ Assets magazine
- ✓ Information about upcoming events
- ✓ Opportunities to contribute to knowledge
- ✓ Reciprocal membership with the Society of Maintenance & Reliability Professionals (SMRP)

2023 USA Chapter Goals



*Support Diversity,
Equity and Inclusion
(DEI) and Nxt Gen*

Develop and Promote Asset Management Knowledge

*Obtain IAM USA
Chapter Non-Profit
Legal Status*

*Grow and
Support
Branches*

The IAM Activities



- Professional Development

- Engagement and networking across the Asset Management profession globally.
- Information and knowledge shared through our Magazine, Newsletters, discussion forum, and Website
- We enable demonstrable competence through internationally recognized Certifications and Professional Registration.



46



908



15

- Contributions to the Asset Management Discipline

- The IAM contributes to the development of global standards
 - ISO 55XXX
 - GFMAM: The Asset Management Landscape
 - Mentorship program



- Services

- We deliver high-value, quality events, conferences, seminars, workshops, and training.
- We provide AM publications and reference documents.



North American Conference



Foundation Award
IAM Certificate | IAM Diploma
SAMP & ISO 55000 Workshops



Over 100 technical publications
webinars, etc., conveying asset
management best practices.

Join Us For the North American Conference



IAM NORTH AMERICAN CONFERENCE 2023

23 - 25 OCTOBER

**CONFERENCE THEME:
ASSET MANAGEMENT
IN A CHANGING WORLD**

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TORONTO ON
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My Preferences

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No

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No

IAM Exams Yes No

IAM Surveys Yes No

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IAM DC, Maryland and
Virginia

IAM Great Lakes Branch

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IAM Pacific NW Branch

IAM New York / New Jersey
Branch

IAM Southern California
Branch

IAM St Louis Branch


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Canada Chapter

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selections remember to hit
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Update 

the professional body for
through-life management of physical assets



Asset Management Subject Specific Guidelines (SSG)

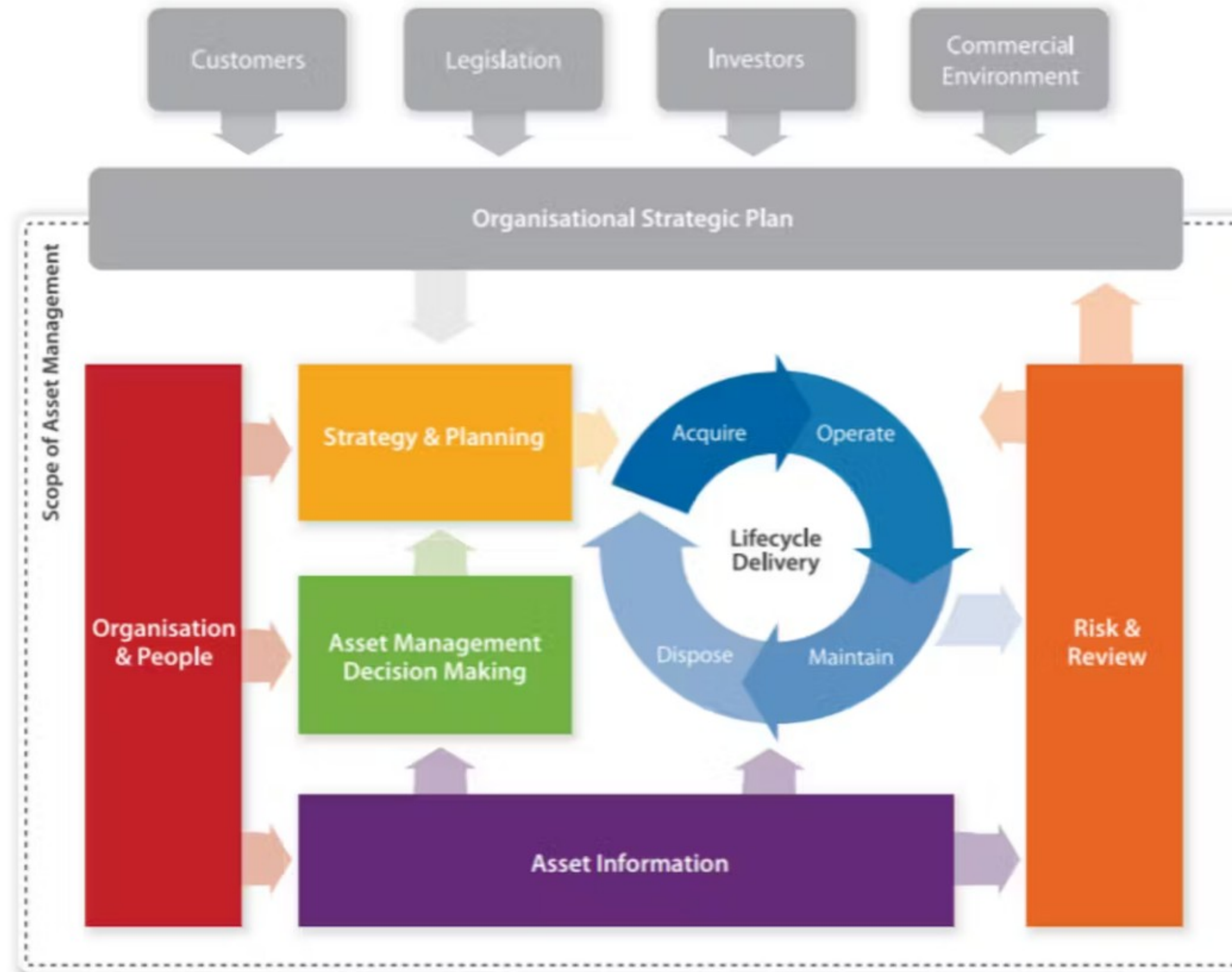
What Are They?



- The Subject Specific Guidelines (SSGs) provide detailed guidance and information on implementing principles laid out by PAS 55 and ISO 55000.
- The SSGs cover 39 Subjects in Asset Management.
- Each SSG document covers one or a group of subjects from the 39 Subjects,
 - Broader subjects have their own SSG
 - Closely related subjects are grouped together in one SSG

IAM's Conceptual Asset Management Model

Six Subject Groups



39 Subjects

Group 1 - Strategy & Planning

1. Asset Management Policy
2. Asset Management Strategy & Objectives
3. Demand Analysis
4. Strategic Planning
5. Asset Management Planning

Group 2 - Asset Management Decision-Making

6. Capital Investment Decision-Making
7. Operations & Maintenance Decision-Making
8. Lifecycle Value Realisation
9. Resourcing Strategy
10. Shutdowns & Outage Strategy

Group 3 - Life Cycle Delivery

11. Technical Standards & Legislation
12. Asset Creation & Acquisition
13. Systems Engineering
14. Configuration Management
15. Maintenance Delivery
16. Reliability Engineering
17. Asset Operations
18. Resource Management
19. Shutdown & Outage Management
20. Fault & Incident Response
21. Asset Decommissioning & Disposal

Group 4 - Asset Information

22. Asset Information Strategy
23. Asset Information Standards
24. Asset Information Systems
25. Data & Information Management

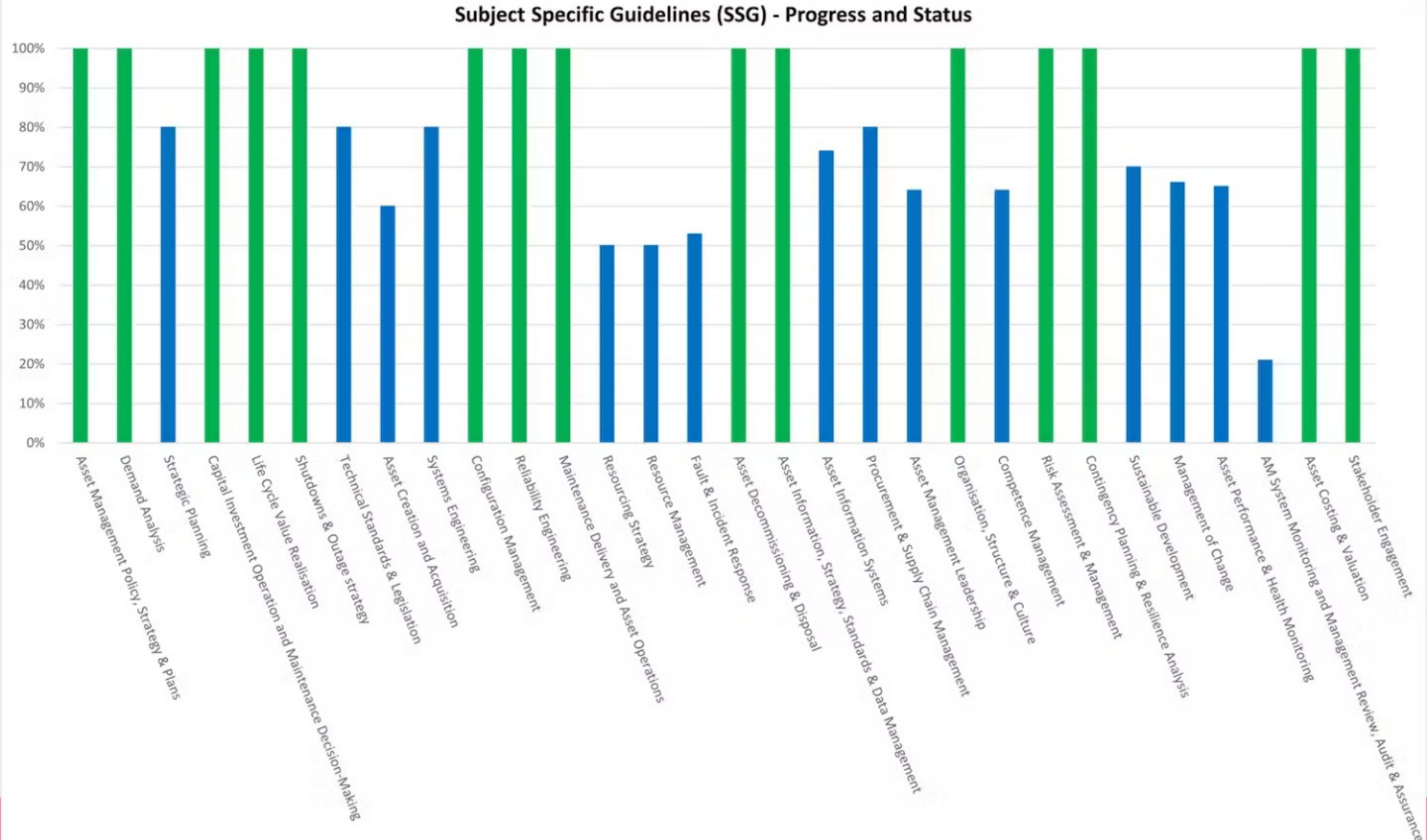
Group 5 - Organisation & People

26. Procurement & Supply Chain Management
27. Asset Management Leadership
28. Organisational Structure
29. Organisational Culture
30. Competence Management

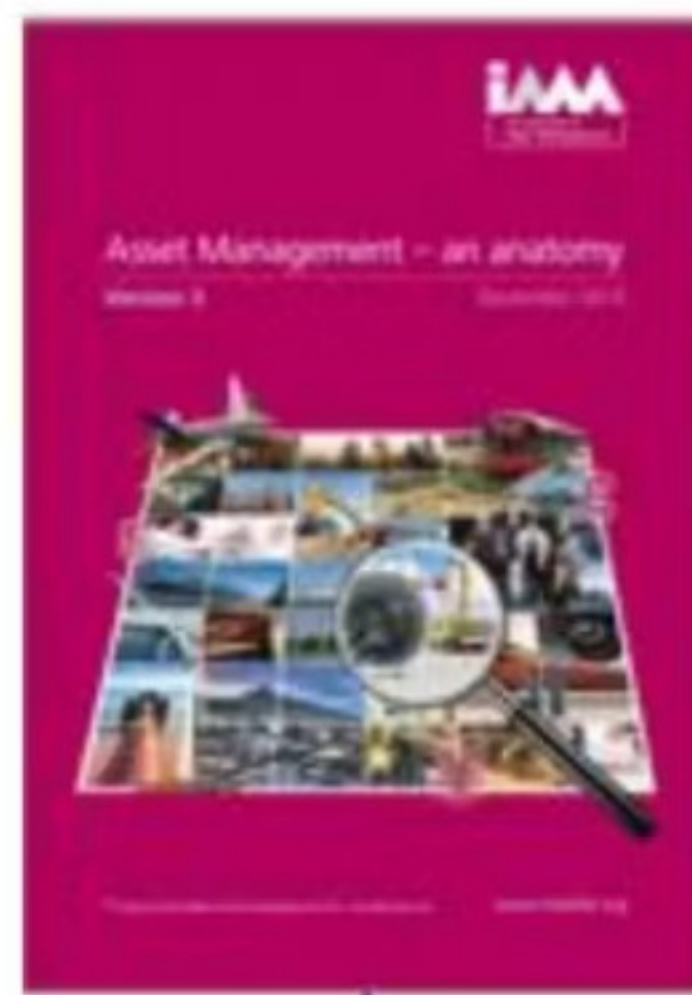
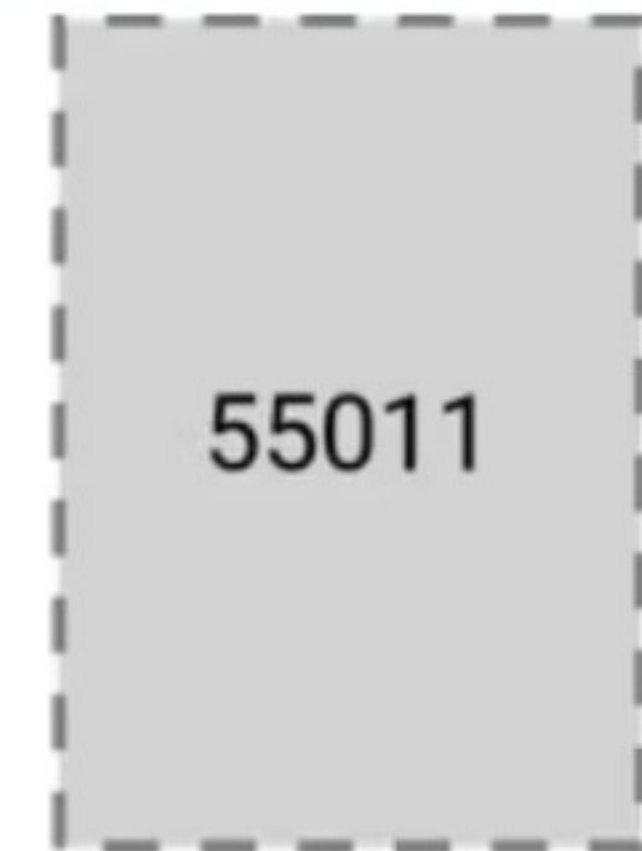
Group 6 - Risk & Review

31. Risk Assessment & Management
32. Contingency Planning & Resilience Analysis
33. Sustainable Development
34. Management of Change
35. Asset Performance & Health Monitoring
36. Asset Management System Monitoring
37. Management Review, Audit & Assurance
38. Asset Costing & Valuation
39. Stakeholder Engagement

Green (published), Blue (in progress)



Sources of Information –Primer



A “Typical” SSG




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Strategy and Planning

Asset Management Policy, Strategy and Plans

Asset Management Decision-Making
Lifecycle Delivery
Asset Information
Organization & People
Risk & Review

Version 1.1 October 2015



Managing the Organisation
Asset Management
Asset Management System
Asset Portfolio

1
2
5

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Cover

Acknowledgments

Introduction to Subject Specific Guidelines

Introduction / Overview of the Specific SSG

(Concepts, Principles, and Key Factors)

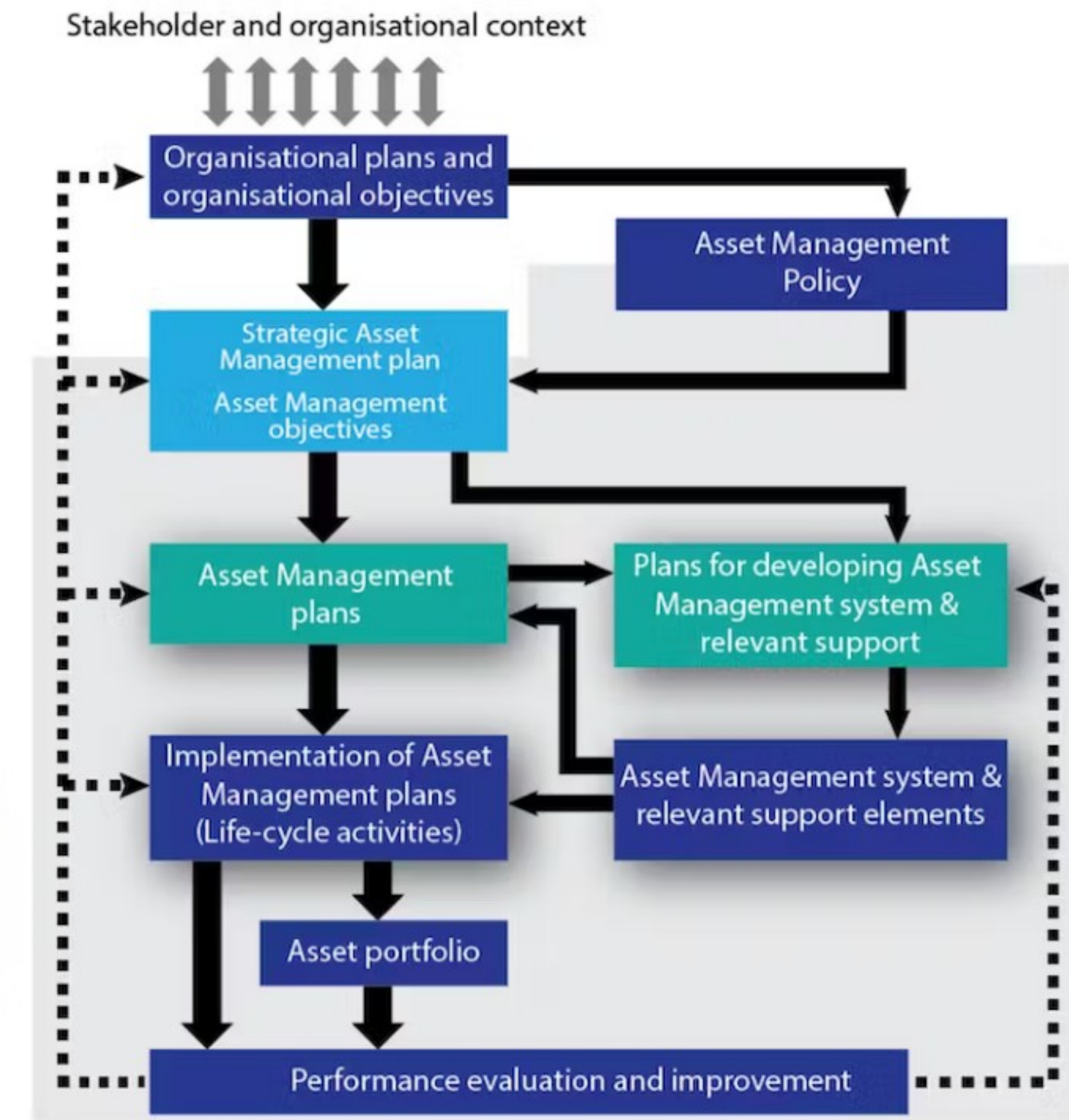
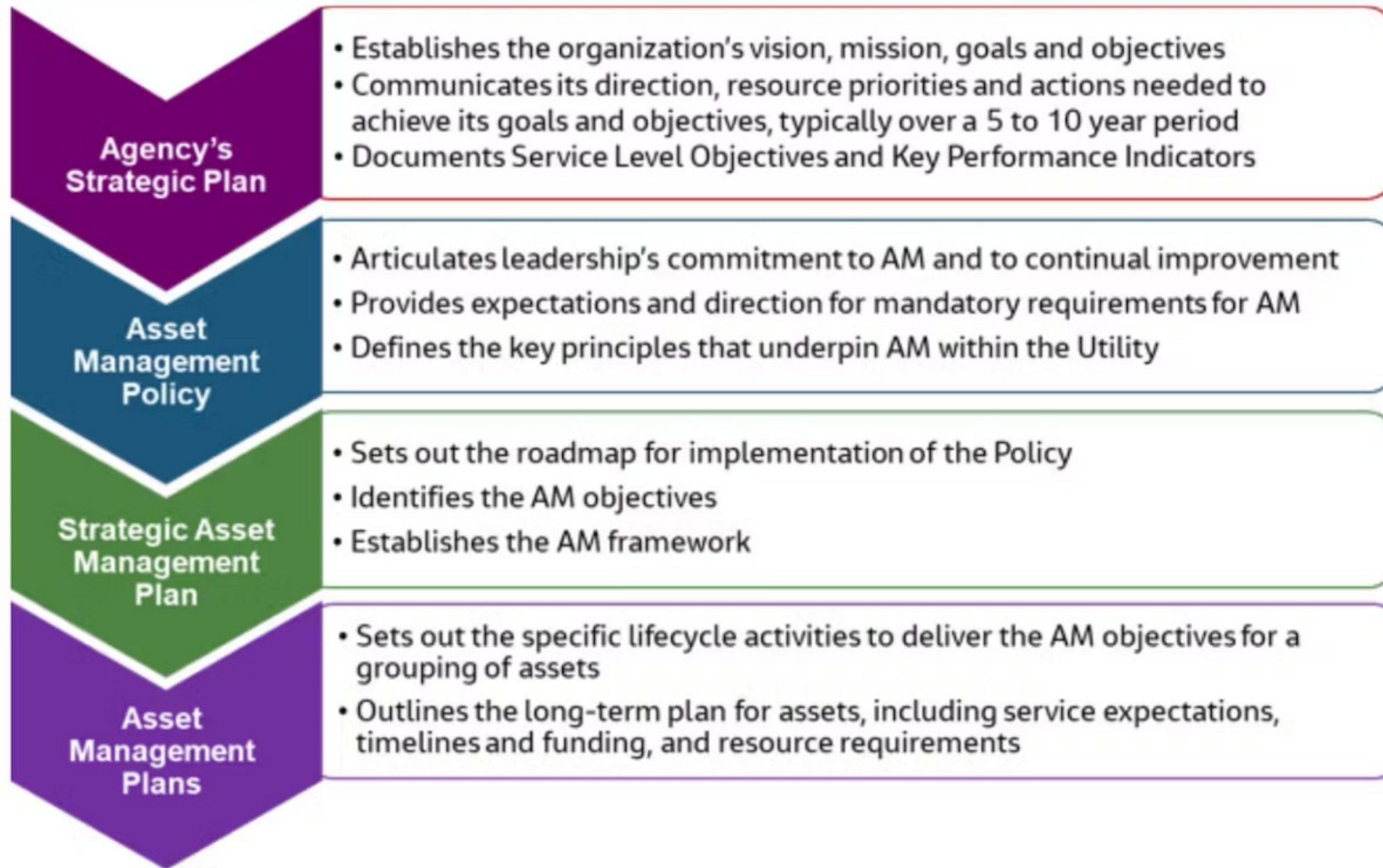
<SSG Specific Sections>

Glossary

Further Reading

Case Studies

Subjects 1, 2 and 5: Asset Management Policy, Strategy and Plans



Designates Asset Management system boundary

Asset Management Policy Definition



- A statement by an organization of the principles by which it will manage its assets, consistent with the organizational strategic plan. It sets down the rules of engagement: the organizations fundamental principles that will be applied to all asset management activities.
- Providing direction to development and implementation of the asset management strategy and setting of asset management objectives.

Policy Guidelines and Structure



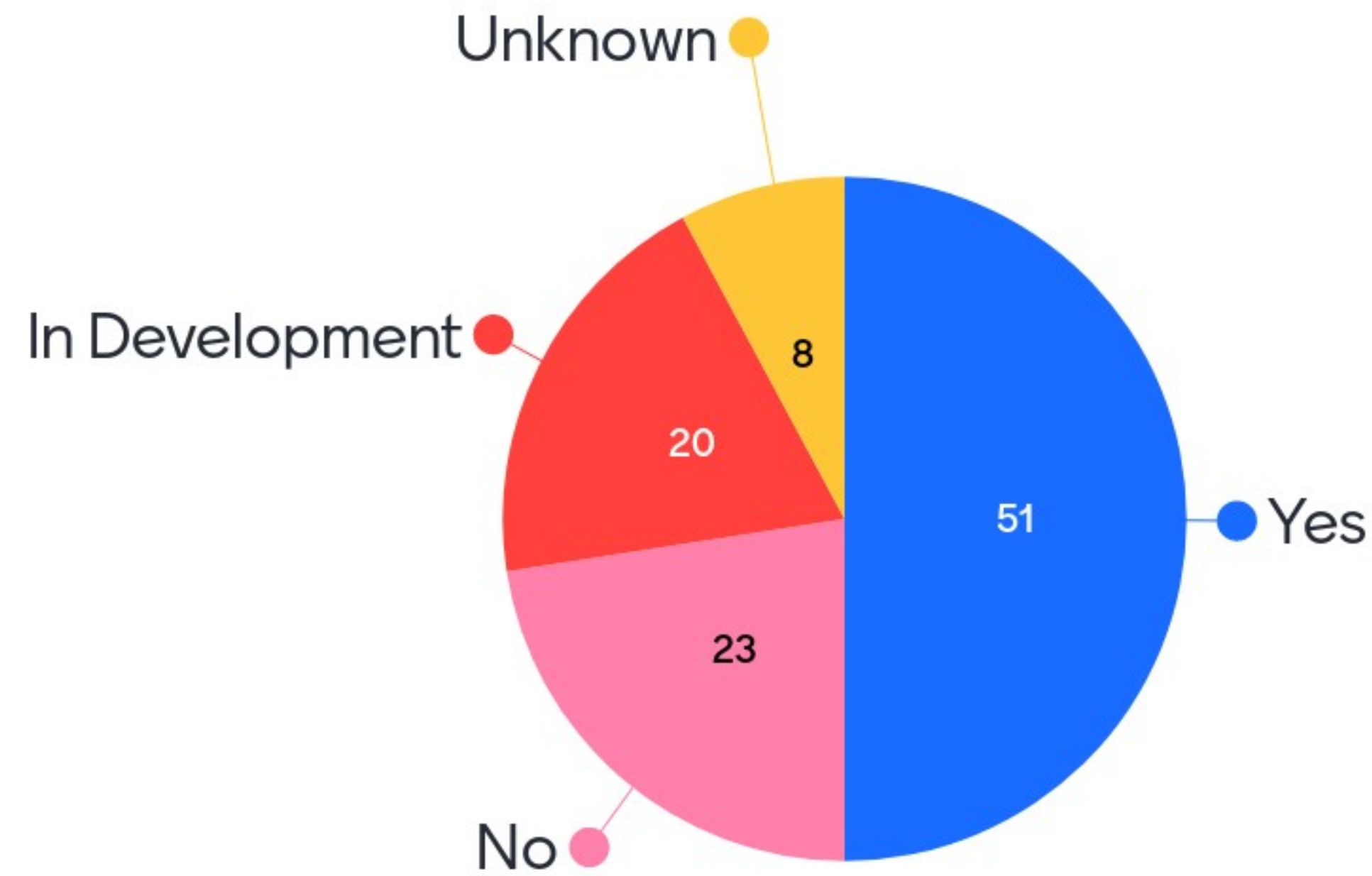
- Key guidelines:
 - Short, Clear & Precise – 1-2 pages
 - Focused on organizations long term intent
 - Outcome based
 - Organizational buy In: identify key stakeholders and expectations
 - Signed by executive levels showing commitment
 - Regularly reviewed
- Typical policy structure
 - Introduction or overview
 - Description of purpose
 - Policy principles: clear and precise statement of intent

Asset Management Policy Best Practice

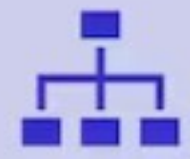


Asset Management Policy	
Good Practice	Bad Practice
Clear and concise	Too detailed
Strongly linked to company vision and purpose	Vague or unstructured
Commitment to delivery of organizational strategic plan	Irrelevant to development of strategy and plans
Sets out unambiguous principles at high level for asset management	Unclear in purpose - e.g. used as a 'how to' guide
Commitment to compliance with legislation, regulation and other policies	Too internally focussed missing customer perspective
Widely communicated	Not communicated widely
Long term	Short term
Regularly reviewed	Not reviewed when organizational strategy updated
Commitment to the 'right' culture	Parochial - e.g. only for AM department
Widely visible to the organization and stakeholders	Buried in documentation - not widely visible
Not constrictive - i.e. allows continuous improvement and appropriate flexibility	No flexibility in administrative application of policy
Commitment to workforce and supplier capability development	No consideration for workforce or supplier capability
Approved by top executive	Not clearly endorsed from the top - e.g. signed by department head

Does your organization have an asset management policy?



Asset Management Strategy Definition



Strategic Asset Management Plan (SAMP): A document (or set of documents) that describes the long-term strategic approach from which the asset management plans are developed.



Establishes the strategic requirements for assets showing clearly their contribution to the Asset Management (specific) Objectives, and relationship to the organizations overall strategic objectives.



Typically establishes how asset related business objectives will be delivered in an optimized way.



Asset Management 'SMART' objectives are typically developed alongside the strategy and establish what must be delivered and by when.



SMART: Specific, Measurable, Achievable, Relevant, Time-related

Purpose of Asset Management Strategy

Describe

Describe strategic context and medium to long term organizational requirements of assets

Communicate

Communicate rationale and objectives internally and/or externally providing line of sight between organizational strategic objectives and AM objectives and plans

Provide

Provide internal stakeholders with direction, alignment, and prioritization for long term management of assets

Demonstrate

Demonstrate due diligence to external stakeholders, increasing confidence and support for investment

Continue

Continue the line of sight from organizational strategy through asset management policy and pass down to asset management plan(s)

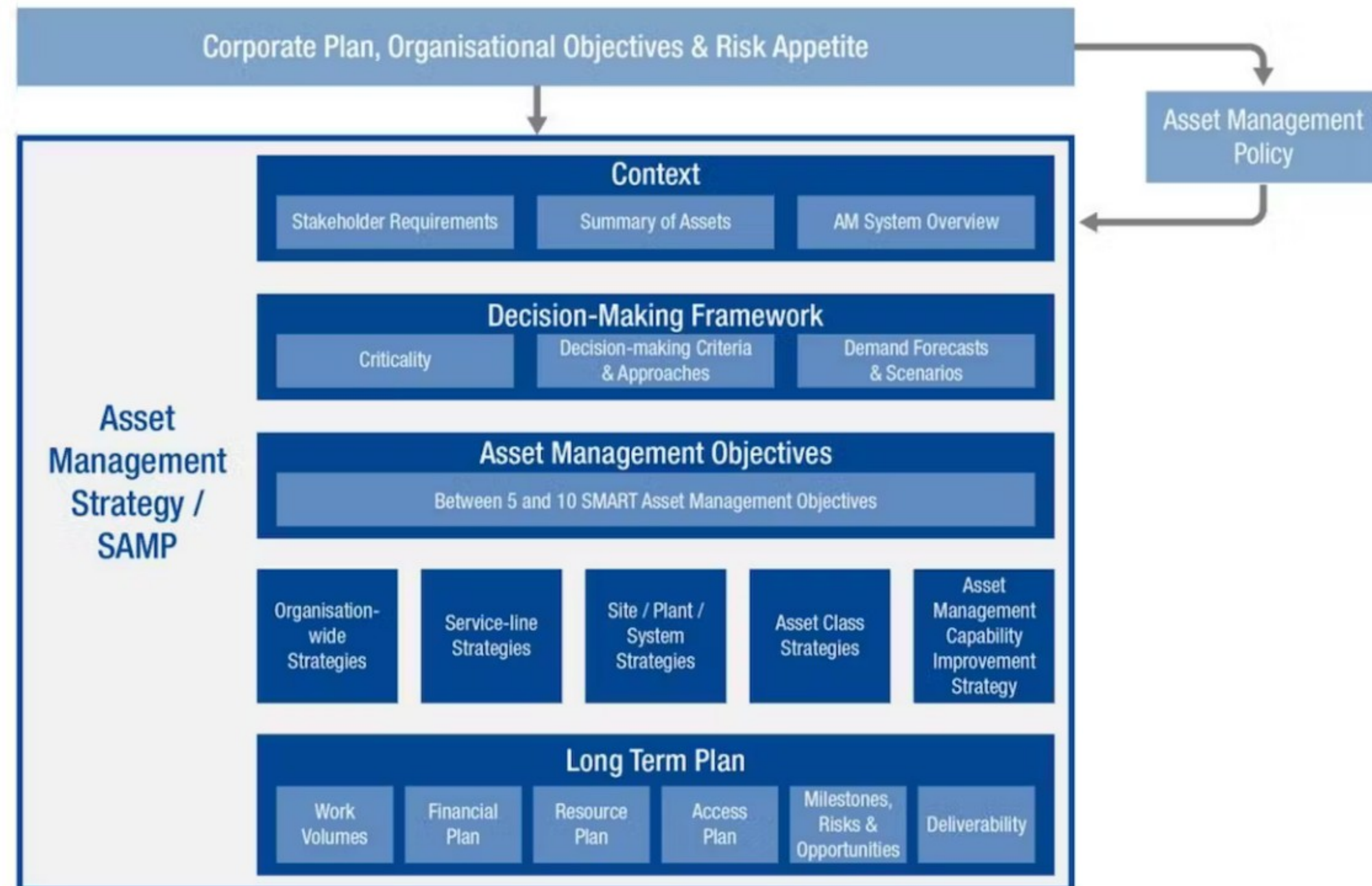


Figure 1. Top-down and Bottom-up inputs to a SAMP

Scope/Structure of Asset Management Strategy

Reflecting Organizational Context:

- Identify key stakeholders and stakeholder requirements
- Clear statement of intent through strategic objectives
- Scope of asset management strategy
- Resource and organizational capability
- Technology capability
- Risk
- Gap definition
- Scenarios to test strategy against
- Outline asset approach
- Outline asset management approach
- Implementation and monitoring of key strategic objectives
- Continual improvement opportunities



Asset Management Strategy Best Practice

Asset Management Strategy	
Good Practice	Bad Practice
Translates the Asset Policy into tangible objectives	Conflicts with the Asset Management Policy
Visibly links to the organization's strategic plan	Conflicts with corporate strategy
Clearly and consistently articulates the links to corporate strategies, vision, mission & values	Inconsistent language and representation of wider Corporate Strategy
Provides a clear link between Asset Policy to en-actable plans (i.e. sets out how will the Policy be delivered)	Overly detailed or vague (e.g. unclear translation of the Asset Policy and/or cascade to Asset Plans)
Links to other organization policies and strategies (e.g. Employee Relations; Safety; Commercial)	Full of technical or management Jargon
Aligns to the operating environment, functional structure(s) and parent/sister company relationships	Written in isolation from other documents
Integrates documents into a single point of access that is accessible to key personnel.	
Has a clear owner responsible for managing the document	Noone responsible for updating the document

Additional details are provided on good and bad practices for strategy

- Ownership, authorization and communication
- Length and style
- Continual development and improvement

There is also an outline of the headings, sub headings and contents of a strategy

Asset Management Plans Definition









Asset Management Plans may be contained in a single document, a family of documents or a formalized asset system (depending on business needs).

Asset Management Plans describe in detail the activities which are to be carried out on the assets, and co-ordinate those activities in order to deliver the Asset Management Strategy and Objectives, within the Asset Management Framework.

Asset Management Plans should explain how you will move from your 'as-is' position to your 'to-be' position. i.e.:

- Explain the detail of how you will execute your Asset Management Strategy and objectives; and
- Include all asset related activities at an adequate summary level
- To enable prioritization, optimization, and alignment with asset management objectives and other obligations.

Purpose of Asset Management Plans

-  Systematic delivery of programs, projects and activities to realize stated objectives and required performance in line with the strategy
-  Monitoring and management of activity delivery to time and cost
-  Forecasting and risk management over the plan period
-  Optimization of cost risk and performance
-  Coordination and alignment at an asset group or portfolio level, including managing sustainability of the business and assets
-  Reporting and forecasting to budget holders, finance, strategic and executive management

Scope/Structure of Asset Management Plans



Needs to reflect the context of a particular organization but as a general guide should include the following key elements:

- Principles, Drivers and Uncertainties
- Organizational Arrangement for the Asset Grouping
- Asset Coverage
- Objectives and Performance Measures for the Asset Group
- Asset Information
- Gap definition
- Planning Activities
- Justification
- Other Enablers and Capabilities

Asset Management Plan Best Practice



Asset Management Plan	
Good Practice	Bad Practice
Clearly and consistently links to corporate strategies, vision, mission & values	Inconsistent language and representation of wider Corporate Strategy
Direct link between Asset Management Policy and Strategy Documents	Conflicts with the Asset Management Policy and/or Strategy Documents
Consistency across Plans	Plans conflict with one another
Realistic deliverables are within the financial, technical and resource constraints of the organization, its service providers and suppliers	Overly detailed or vague (e.g. unclear translation of the Asset Policy and/or link to Asset Strategy)
Joins work and investment plans across departmental boundaries	Written in isolation from other documents
Integrates documents into a single point of access that is accessible to key personnel	
Has a clear owner responsible for managing the document	No one responsible for updating the document

Additional details are provided on good and bad practices for strategy

- Ownership, authorization and communication
- Length and style
- Continual development and improvement

There is also an outline of the headings, sub headings and contents of a plan

What is the difference between a Strategic Asset Management Plan (SAMP) and Asset Management Plan (AMP)?

60 Responses

No difference

The s

strategy versus tactics

SAMP is high level and AMP is tactical

Focus and level of detail.

AMP is actionable

Strategic - long term plan

level of detail

Strategic vs tactical



What is the difference between a Strategic Asset Management Plan (SAMP) and Asset Management Plan (AMP)?

60 Responses

Whole ORG vs Business Unit

the S

Plan to start vs plan to implement

SAMP has organizational strategies, AMP is asset group specific

SAMP covers an overarching organizational objective

SAMP is broader

Higher level focused on org goals

SAMP is the strategy, vs the Plan

SAMP drives the AMP's

What is the difference between a Strategic Asset Management Plan (SAMP) and Asset Management Plan (AMP)?

60 Responses

SAMP is strategy, AMPs execute strategy.

Over-arching versus specific

An S

Level of detail

Comprehensive vs targeted

AMP has more specificity

AMP helps implement the SAMP

SAMP aligns with the strategy. AMP is the how.

50,000 feet vs 10,000 feet view



What is the difference between a Strategic Asset Management Plan (SAMP) and Asset Management Plan (AMP)?

60 Responses

SAMP translates Organizational objectives

strategic vs tactical

samp is tactical and related to orgs goals

Strategic vs tangible

Longer term

People Tools Resources versus Asset level
Inv/Condition/Targets/Performance

Organization vs infrastructure

SAMP is higher level strategy, AMP is more specific applies
the SAMP to assets

High-level vs. details/specifics

What is the difference between a Strategic Asset Management Plan (SAMP) and Asset Management Plan (AMP)?

60 Responses

SAMP defines the strategy at a high level but has no plan to execute.

SAMP high level, org-wide approach to asst Mgmt. AMP at asset family or system level; tactical and specific.

Samp =how your going to develop an amp Amp=pertains to the assets

STRATEGIC PLAN vs Tactical

Where you want to go vs. how you are getting there

SAMP = Organizational wide

The AMP is about the assets and how they are managed and optimized, the samp is about aligning the amp with org directives

Strategy vs plan

SAMP is long term and overall, AMP is for a particular asset



What is the difference between a Strategic Asset Management Plan (SAMP) and Asset Management Plan (AMP)?

60 Responses

SAMP is objective, AMP is action

SAMP refers about the capability of the institution and what can be achieved and AMP focus on the activities

strategic high level

SAMP is high level. AM Plan is more specific.

SAMP is overall organizational plan, AMP is asset/facility specific

SAMP links directly to organization wide strategic plan. AMP deals at the specific asset (or at least asset class).

AMP is how to deliver a SAMP. SAMP is high level.

SAMP is Strategic, AMP is Tactical

Strategic organization level vs tactical asset systems level

What is the difference between a Strategic Asset Management Plan (SAMP) and Asset Management Plan (AMP)?

60 Responses

SAMP is a high level document that describes how you will achieve organizational objectives with assets (rules of the game). AMPs are details on what life cycle activities you'll execute.

?

How are the two plans linked

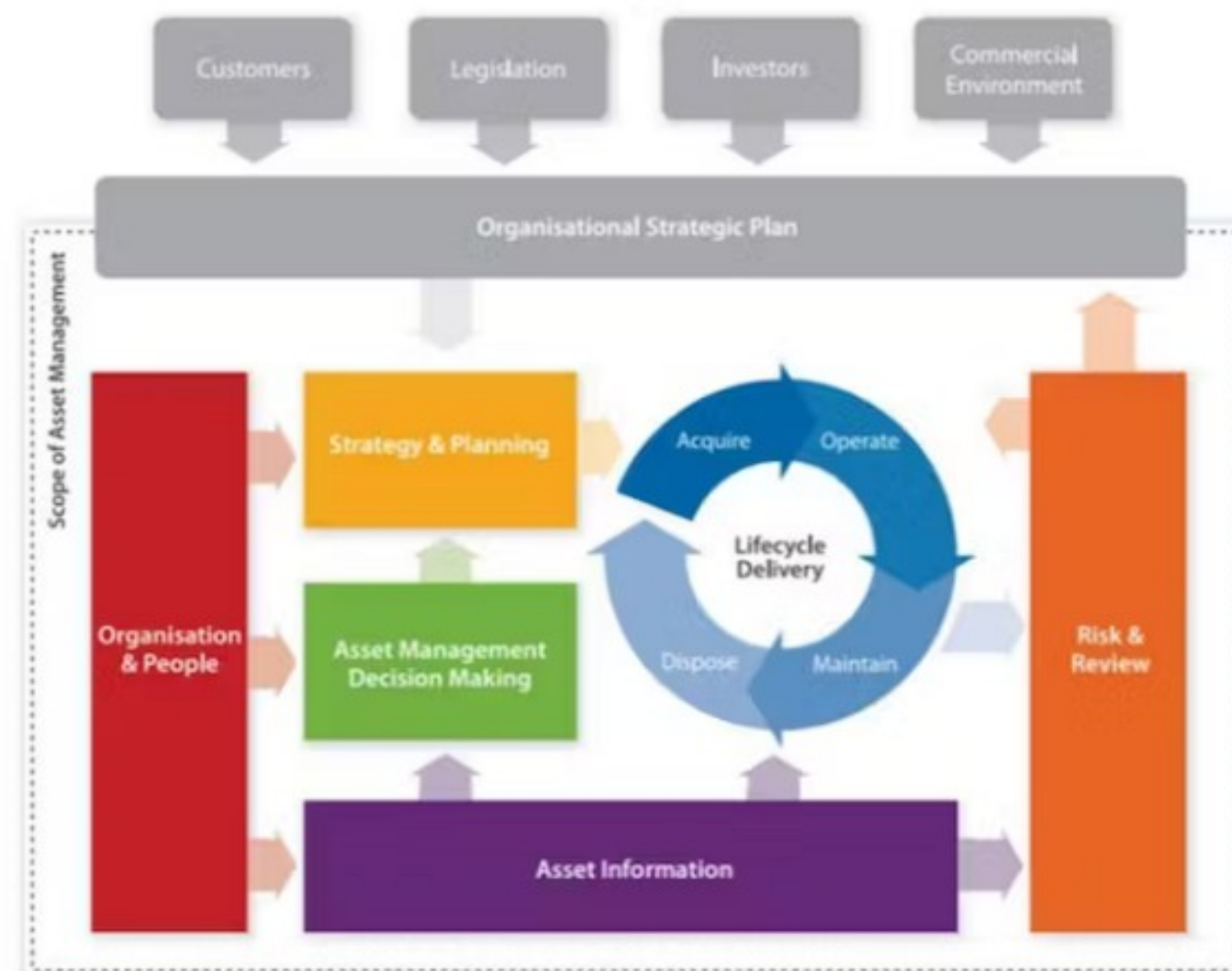
Org vs assets

big picture versus detail

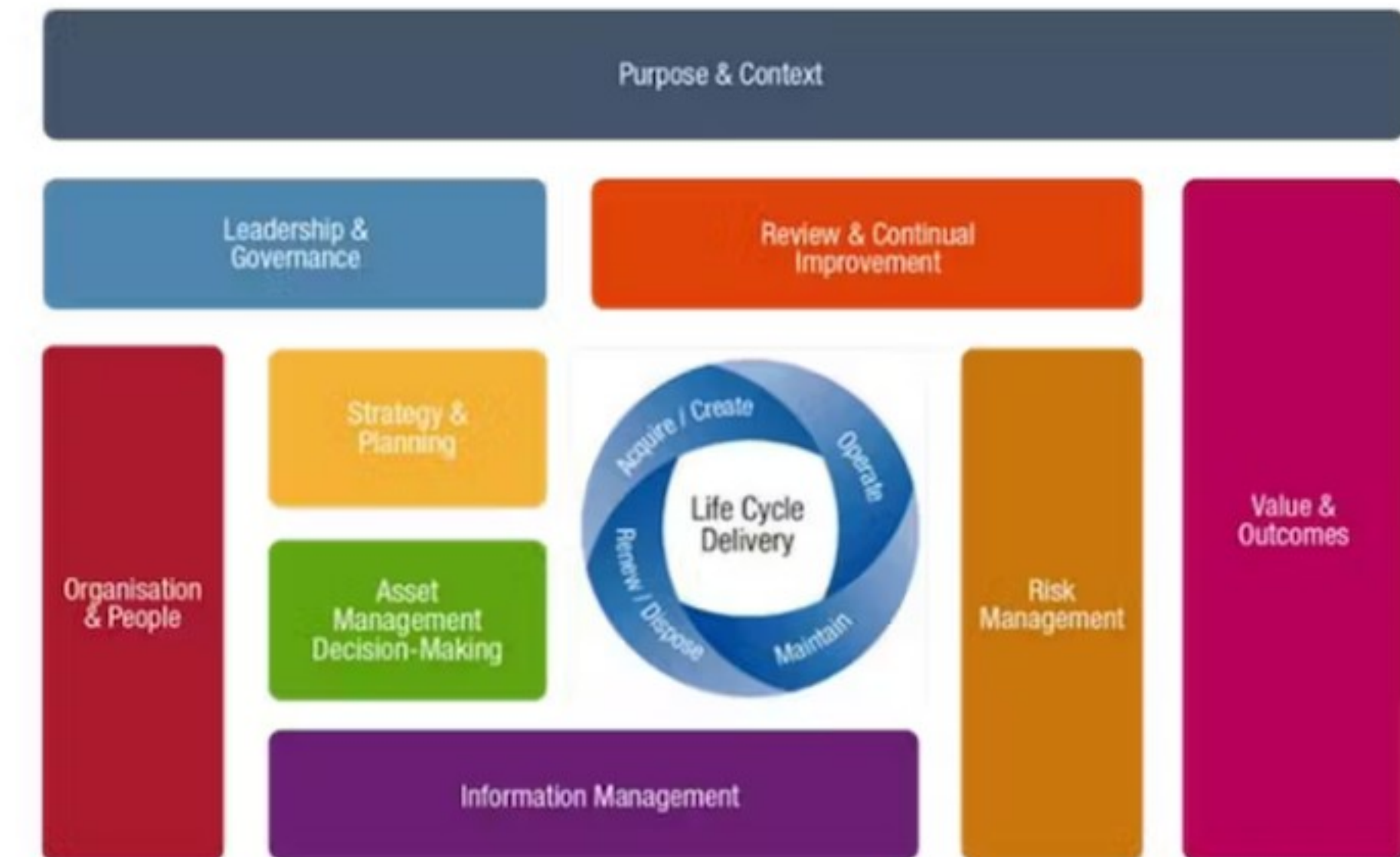
No Difference

Get Involved Today Contribute to SSG Development

- Changes are coming: AM requires continuous improvement



Expanding To Encompass Addition Context



- Current SSGs requiring more project team members
 - SSG 12: Asset Creation and Acquisition
 - SSG 36 & 37: Asset Management System Monitoring, Management Review, Audit & Assurance
- How to get involved: <https://theiam.org/membership/volunteer-now/>

Q&A

Break Out Rooms: Potential Topics For Discussion



Pick one of the 39 subjects and discuss the concepts, principles and factors for the subject



Discuss the SSG just reviewed



Network and discuss Asset Management in general