

FM now includes asset management

By June Lancaster and Chris Bradley, Asset Wisdom



ISO Publications – Courtesy of BSI

1. ISO 55000 has arrived

If you're in FM, you're fast becoming responsible for the whole life of assets and the development and delivery of integrated systems to support them.

"The launch of the internationally recognised ISO55k set of Standards is the catalyst for this trend", says Keith Hamer of Sodexo.

The frequency of the ISO 55000 Asset Management Standard being referenced in tender documents bears this out.

2. Achieve recognition

Few FM companies are achieving the Standard at a project or corporate level but, if you've already got good systems in place for quality, risk management, sustainability, collaborative working and continuous improvement, you're already doing most of the AM elements.

The Standard allows you to join the elements up for greater effectiveness and, with big private and public sector clients hungry for suppliers with the Standard, it's worth going for.

3. "Sweating assets is insufficient. The need now is for 'whole life, whole system' solutions."

The ISO55k Standards (ISO 55000, 55001 & 55002) offers the opportunity for FM players to establish the minimum requirements for a joined-up, whole lifecycle asset management system and the competences required to achieve them.

Assets defined

The Standard starts with a broad definition of assets:

- "an item, thing or entity that has potential or actual value to an organisation".

Assets may be tangible like kitchens, data centres and buildings or intangible like policies, processes and corporate reputation.

'Silo thinking' and 'piecemeal answers' are rejected in favour of integrated, systems-wide solutions which facilitate standardisation that maximises efficiency, flexibility and productivity.

Getting there

There are now proven methodologies for adopting 'whole life' and 'whole system' approaches.

As a rule of thumb, the softer the issue, the harder the task. The toughest of them all is 'culture change', especially encouraging staff to let go of their tried and trusted ways in favour of adopting the new approaches.

e-learning tends to be the fastest and most efficient way of giving staff the knowledge they'll need while workshops and on-the-job assignments give them the confidence to put their new competences into practice.

4. Business drivers for AM in FM

Ask yourself the question:

Do these top business drivers demand that FM includes Asset Management?

	Yes	No
Quality	<input type="checkbox"/>	<input type="checkbox"/>
Increased productivity	<input type="checkbox"/>	<input type="checkbox"/>
Regulatory compliance	<input type="checkbox"/>	<input type="checkbox"/>
Staff retention	<input type="checkbox"/>	<input type="checkbox"/>
'Green'	<input type="checkbox"/>	<input type="checkbox"/>
Fund holder & client demand	<input type="checkbox"/>	<input type="checkbox"/>

You may answer 'No' to some. But, taken together, the case for AM in FM becomes compelling.

Asset Wisdom's Top FM Drivers



5. Benefits of AM

The Institute of Asset Management's (IAM's) 'Anatomy' document states the benefits of AM as...

- "...higher performance; lower costs; greater consistency; increased confidence and credibility; happier customers, staff and regulators and more sustainable outcomes.
- "...a significant re-engagement of the workforce, a breaking down of inter-departmental barriers and a collective, well-motivated commitment to delivering better value-for-money".



Staff retention

With 'recruiting & retaining top talent' being crucial in FM, the "...re-engagement of the workforce" may be the most important benefit. Sodexo have certainly found so. Case Study

Top Tips

- The benefits of AM in FM apply equally to the public and private sectors
- Focus on 'Quick Wins': they're always available and great for building momentum
- Remember, it's people who make processes and good practices come to life.

6. The IAM's 6 levels of AM maturity

Levels	The organisation is...
1. Innocent	...learning about the importance of AM
2. Aware	...aware of and starting to apply AM
3. Developing	...developing & embedding AM activities

	AM activities are...
4. Competent	...being integrated across the business
5. Effective	...embedded and becoming effective
6. Excellent	...continuously improved, optimising whole life value.

7. Wherever you start, key attributes include...

Senior management recognise that...

- ...an AM mindset needs to permeate the organisation
- ...achieving the collective mind-shift to AM is possible
- ...implementation will change 'how we work around here'.

Everyone...

- ...has a part to play in making it happen
- ...is free to work in multi-disciplinary groupings.

Learning is seen as...

- ...a precondition to making it happen
- ...providing people with confidence and competence
- ...knowledge sharing and the free movement of people.

Communication...

- ...starts at the top and runs through the organisation
- ...reinforces the benefits to staff and clients.

8. Conclusion

The demand for Asset Management as a key part of FM is becoming common place.

The new ISO55k set of Standards provides the framework for FM companies to meet the demand and there's lots of help available for navigating the journey.

Successful implementation requires a recognition that it calls for a cultural change as well as process change.

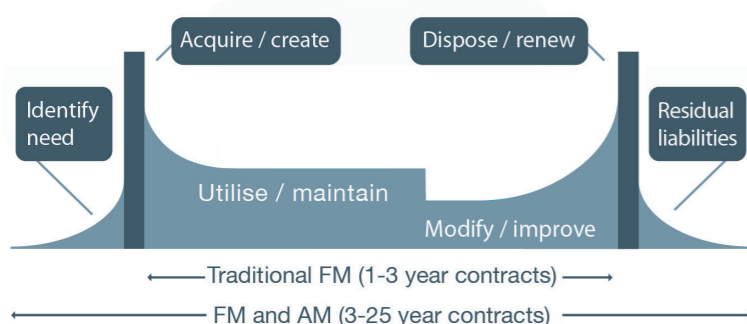
The key is to build knowledge and confidence in staff in order to inform and empower them. Early adopters have learned this and are reaping rich rewards.

9. Sources of useful information

- BSI: <http://www.bsigroup.com/en-GB/search-results/?q=Asset+Management>
- The IAM: <https://theiam.org>
- Asset Wisdom: www.asset-wisdom.com

10. Free 'Introduction to ISO 55000'

Contact us for a free login to our 'Introduction to ISO 55000' module.



Asset Life Cycle Diagram – ©Asset Wisdom

Author information

June and Chris were instrumental in helping Sodexo embed AM. June has a learning and FM background while Chris has been in AM for years.

Contact: 01937 222 126 / june@asset-wisdom.com / www.asset-wisdom.com