

Asset Management Readiness Scale Workbook

A workbook in identifying where your municipality stands in managing assets.

This shared resource was developed by [Abhilash Kantamneni \(reThink Green & University of Guelph\)](#), with support from [Angela Jiang \(reThink Green\)](#). As municipal practitioners, we hope this workbook supports fellow practitioners in other smaller townships in Canada by providing a starting point towards their on-going efforts to transition fleet, transit and private vehicles to EVs. We thank Federation of Canadian Municipalities (FCM) and Independent Electricity Systems Operator (IESO) for funding our primary work that led to the development of this shared resource.

Video: Assessing your community using FCM's Asset Management Readiness Scale

<https://www.youtube.com/watch?v=mIER4ks-fgk&feature=youtu.be>

Source of material: <https://fcm.ca/en/resources/mamp/tool-asset-management-readiness-scale>

Disclaimer: *The example content in this workbook is a SAMPLE ONLY and should not be read as a reflection of the author's or any community participant's opinions, thoughts or attitudes. The examples used are generic and illustrative, not indicative or diagnostic.*

Asset management (AM): applies to both tangible assets (physical objects such as buildings or equipment) and intangible assets (such as human capital, intellectual property, goodwill and/or financial assets). Asset management is a systematic process of developing, operating, maintaining, upgrading, and disposing of assets in the most cost-effective manner (including all costs, risks and performance attributes).

Please put a dot sticker on where you currently stand, and where you aspire to be

<u>Policy and Objectives</u>				
On a scale from one to five, what has your organization done so far in setting up cross-functional teams to ensure commitment from senior management and elected officials to advance asset management? This can involve bringing policies to life through a strategy and roadmap and then measuring process and monitoring implementation overtime.				
Level 1 (Beginning Stages)	Level 2 (Development)	Level 3 (On-going)	Level 4 (Implementation)	Level 5 (Continuous Improvement)
Thinking about creating policy and objectives for Recognized AM benefits Identified short-term actions	Draft has been created Baseline measurements are being collected Process is in motion	Started using policies and roadmaps to implement our AM strategy over the next 3-5 years	Managing assets according to our AM policy Currently following progress to address needs	Using policies and objectives accordingly Changing as needs evolve. Monitoring and using feedback to improve AM practices

People and Leadership

On a scale from one to five, what has your organization done so far in setting up cross-functional teams to ensure commitment from senior management and elected officials to advance asset management?

Level 1 (Beginning Stages)	Level 2 (Development)	Level 3 (On-going)	Level 4 (Implementation)	Level 5 (Continuous Improvement)
<ul style="list-style-type: none"> ➤ Identified the need for an AM team ➤ Someone has been designated to plan AM program ➤ Council is aware that AM is required and is currently drafting an AM roadmap 	<ul style="list-style-type: none"> ➤ AM team established ➤ Program outline and roadmap completed ➤ AM team is accountable for senior management ➤ Resources allocated (funding or staff time) to develop the program 	<ul style="list-style-type: none"> ➤ AM team works within the municipality to provide support and communication for improvements and changes necessary ➤ Funding for AM roadmap activities approved 	<ul style="list-style-type: none"> ➤ AM team continuously supporting and guiding roadmap in the organization ➤ Funding is ongoing for AM monitoring and enhancement 	<ul style="list-style-type: none"> ➤ AM team provides support and ongoing improvement, monitoring and measuring process. ➤ Evolving requirements are being met

Data and Information

On a scale from one to five, how would you rank your organization in collecting and using asset data, performance data and financial information to support AM planning and decision making?

Level 1 (Beginning Stages)	Level 2 (Development)	Level 3 (On-going)	Level 4 (Implementation)	Level 5 (Continuous Improvement)
<ul style="list-style-type: none"> ➤ Asset inventory data approximates identified ➤ Information available to be collected 	<ul style="list-style-type: none"> ➤ Basic inventory of critical assets, including information on general assets ➤ Data is moved to a centralized location 	<ul style="list-style-type: none"> ➤ Consolidated basic inventory of all assets. ➤ Asset condition information on all critical assets. ➤ Level of service measurements defined for some service areas ➤ Service levels and asset performance reviewed with council ➤ Linked AM and financial information for all critical assets 	<ul style="list-style-type: none"> ➤ Inventory data have expanded for some assets ➤ Updated data according to cycles defined in AM plans or strategy ➤ Level of service measurements defined for critical service areas ➤ Communicated results from level of service measurement program to staff and council regularly ➤ We understand the cost of sustaining current levels of service for all critical assets 	<ul style="list-style-type: none"> ➤ Inventory data expanded for most assets ➤ Continually improve on data collection on level of service performance ➤ Understand the trade-offs between investment and the level of service delivered and use this to optimize financial plans

Planning and Decision-Making

On a scale from one to five, how has your organization documented and standardized on how to organize AM priorities, conduct capital and operations and maintenance planning and budget decisions?

Level 1 (Beginning Stages)	Level 2 (Development)	Level 3 (On-going)	Level 4 (Implementation)	Level 5 (Continuous Improvement)
<ul style="list-style-type: none"> ➤ Asset planning approaches are different across the organization, addressing needs as they come up. ➤ Priorities are evaluated based on available information, staff experience and input from council and management ➤ Annual capital and operating budget is based on historical values, dealing with needs as they occur 	<ul style="list-style-type: none"> ➤ Informal asset planning approach, drafted AM plans for some asset classes, forecasted financial needs based on estimated data ➤ Annual capital and operating budgets prepared based on a mix of historical values and priorities 	<ul style="list-style-type: none"> ➤ Structured asset planning approach created but application is inconsistent ➤ AM plans for only critical services ➤ Short term issues and priorities are identified in AM plans ➤ Annual capital budget based on annual assessment of current needs, 3-year capital plan created to address short term issues and priorities 	<ul style="list-style-type: none"> ➤ Employed structured asset planning approach for critical services, priorities are set based on organization's goals and objectives ➤ AM plans for most services based on actual data, with forecasting and risk management strategies for critical assets ➤ AM plan is kept up to date ➤ Annual needs-based capital and operating budgets are based on an annual assessment of risks and current needs ➤ 5 year capital plan created and updated annually 	<ul style="list-style-type: none"> ➤ Consistent, structured asset planning approach for all services. ➤ Planning approach and criteria aligns with evolving organizational goals and objectives ➤ AM plans for all services based on actual data, includes needs, forecasts and risk management strategies for most assets. ➤ Multi-year needs based on capital and operating budgets on short & mid-term needs

Contribution to Asset Management Practice

On a scale from one to five, how much has your organization developed in supporting staff in asset management training, sharing knowledge internally to communicate the benefits of asset management, as well as participating in external knowledge sharing?

Level 1 (Beginning Stages)	Level 2 (Development)	Level 3 (On-going)	Level 4 (Implementation)	Level 5 (Continuous Improvement)
<ul style="list-style-type: none"> ➤ AM training and development approach is informal and driven by personal initiative of staff ➤ Some research conducted, basic information on AM concepts and techniques ➤ Aware of the need to mitigate risk of losing information ➤ Currently investigating AM-related organizations resources 	<ul style="list-style-type: none"> ➤ AM training and development requirements are defined by management based on short-term needs ➤ Basic AM concepts are trained for select staff ➤ Record keeping is used as a method to mitigate risk of losing information ➤ Staff or elected officials attend AM-related events, shared basic information on capital projects with the public 	<ul style="list-style-type: none"> ➤ Provide all staff with basic AM awareness training. Have certain staff undergo advanced AM concepts ➤ Staff and council are able to communicate the value of AM in their own words ➤ A culture of knowledge sharing and communicating benefits of AM is emerging internally ➤ Is members of one or more AM organizations ➤ Share basic information on assets, services provided and future needs with the public 	<ul style="list-style-type: none"> ➤ Defined AM knowledge and skill requirements ➤ Training in place for all positions ➤ Council management and staff receive role-appropriate training ➤ Knowledge sharing within the organization ➤ Actively involved in AM organizations and present at AM events. ➤ Data from AM program to explain decisions to the public 	<ul style="list-style-type: none"> ➤ Train select staff members as internal experts to support ongoing development of organizational capacity. ➤ Proactive, role-based training that supports career development and succession ➤ AM knowledge flows freely throughout the organization. ➤ Considered a leader in AM within the municipal sector, active in coaching others. ➤ Communicate benefits of AM to the public