



TC251

Newsletter for the TC251 Community • December 2020

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Chairman's Update by Rhys Davies

We entered 2020 with an interesting challenge to start to prepare for our revision of the 55000 and 55001 documents. 2020 became much more challenging with the global COVID-19 pandemic forcing us to cancel our plenary in London earlier this year. That said, our working groups met virtually, and the CAG also had a productive session to review and allocate our various Product Improvement Proposals (PIPs).



Whilst there is a wide variety of work underway, I can probably summarize this in the following main groups at the risk of missing someone out:

1. Preparation for Revision of 55000 – lots going on in Workgroup 4 in terms of bringing the work from various PIPs into this area as well as the work of our AHGs on decision making which have been core to a number of our workstreams.
2. Preparation for Revision of 55001 – again a very active period with various themed workstreams to gather thoughts together with outcomes from PIPs and Ad Hoc groups all of which will inform what we think should be built into the next revision of ISO 55001. Workgroup 6 has also been busy in finalizing its work with the JTCG on the next generation of the High-Level Structure text for all management systems which will form a core of our future ISO 55001 documents and we can look forward to this work appearing in the ISO Directives in May 2021.
3. Workgroup 5 and the newly formed AHG4 are very focused on structuring information in the form of asset registers as well as kicking off a new work stream on the various digital aspects that we all encounter as Asset Managers. The main themes of both will be to produce guidance in some form to



help steer asset managers through the myriad of digital tools like BIM and data analytics so they can pick the right solution for their AM problem whilst coupling it all into the various asset register solutions around.

4. AHG3 has developed its outcomes on multi-criteria decision making but continues to provide a strong liaison with committees for Sustainable Finance and Environmental Sustainability where our experience as asset managers balancing conflicting factors is being very well received and I believe our influence will raise visibility of the Asset Management discipline to two very large communities in Finance and Environmental Sustainability which collectively are a huge and influential audience.
5. Workgroup 7 has used 2020 to take a step back and reconsider its scope of the 55011 document on setting public policy to enable Asset Management and will have a revised Design Specification for CAG review in 2021 so they are ready to progress with document development by our next planned plenary in May 2021 subject to emerging COVID restrictions

In short, I think we see some underlying messages around 3 pillars laying out our future direction in TC251 and the discipline of asset management which we will start to capture in our revision of the TC251 Strategic Business Plan. We should start to think about Asset Management in the context of:

- Sustainability
- Digitalisation
- Intangibles

I'm certainly excited about 2021 for TC251 and look forward to the continued commitment of our global network of experts.

The TC251 Reporting Webinar

ISO/TC251 had been due to hold a plenary meeting in June in the UK. Regrettably due to the current coronavirus situation, this meeting was not able to proceed. The TC's Secretariat consulted its members on whether a virtual plenary meeting should be conducted by webinar instead and agreed that as there were no pressing items of business for the TC itself, one would not be necessary. In



lieu of the plenary, the TC251 Working Groups (WGs) continued their work at that time through a series of individual WG webinars. Later, several TC members suggested it would be helpful to them to receive information on progress in the Workgroup's activities, so the idea of holding a Reporting Webinar was decided on. The Reporting Webinar was planned in order to give such information and to allow members an opportunity to ask questions about the WGs' activities.

The Reporting Webinar was held on 15 October and lasted for approximately 2 hours. 65 representatives from 15 different countries participated in the event. We were pleased to note that a number of members had invited experts from their national mirror committees to participate as well and hope this will encourage them to join TC251 in the future.

Reports were received from the TC251 Chair's Advisory Group (CAG), the current WGs (3 to 7), from the Spanish Translation Task Force and Ad Hoc Groups

3 and 4. Following the presentation of the individual WG etc. reports, a number of issues were raised by the audience and were discussed. However, no items were identified that would lead to unexpected or additional actions needing to be taken by the TC.

Following the Reporting Webinar, a number of messages were received from members indicating that they had found the event to be helpful. If in the future there were to be a long gap between the TC's plenary meetings, the Secretariat would recommend that the TC should consider holding such an event again.

Charles Corrie – ISO/TC251 Secretary

Impressions of the Reporting Webinar

We have collected the impressions of some of TC251 members on the Reporting Webinar. Here are their testimonials:

“I’ve joined a conference involving all the members of the ISO TC/251 for the first time and that was thanks to the Webinar held on October 15th. I’ve enjoyed learning about the activities of all TC subordinate groups. We were updated through short reports made by the convenors of each working and ad hoc groups. I found it interesting and pertinent.”

Vivi San Lorenzo, Ente Nacional Regulador de la Electricidad - ENRE

“Being this my first participation in a TC251 meeting, I found this webinar very interesting and useful, because I had the opportunity to meet and hear each Working Group and Ad-hoc Group convener. Due to time and travel budget restrictions, attending a physical meeting is not always a possible option, so the webinar was a extremely good alternative for members to know the status of the different initiatives and remain updated. I hope this practice may continue, scheduling more webinars periodically.”

Cristian Valente, AMR Ingeniería S.A.S.

“This webinar achieved its objective effectively, as each Working Group and Ad-hoc Group convener presented the status of their achievements, ongoing work, and scheduled goals. Given the number of TC251 members, the webinar was a highly welcome event so that members of the different groups could have a better understanding of the status and directions at the other groups, and a better picture of possible areas of coordination and cooperation. For this reason, may we suggest that reporting webinars be held periodically, for example once between consecutive plenary meetings.”

Norberto Levin, Levin Global

“In these times of limited travel and confinement, it is more than ever important to keep a close link with our circles of friends, colleagues or peers. This is a must, both within our personal and professional lives, if we are to keep our sanity! The virtual meeting, organized on the 15th of October to update the members of the TC251 committee, is a great example of events that are both necessary and enjoyable!

It has been a great opportunity to catch up with the members of the various WG, to know what each of these WGs are working on, and to receive some clear indications of what the next steps for our TC251 will be in the months to come. Charles, Rhys, great job! We are all looking forward to the next one!”

Jean-Bernard Buonafine, Veolia

“This webinar has been very useful, especially in these very troubled times when it is so easy to lose track of topics that are not our daily life. A presentation of the progress and projects of each of the working groups shows the proliferation of activity, which goes under the radar without the physical meetings. This kind of event would deserve to be organized regularly to allow experts, who do not necessarily have the possibility of attending physical meetings, to have an overview of the activities of TC251, with the possibility of interacting with the convenors. Very nice initiative from Charles Corrie, a big thank you!”

Benédicte Guy, Suez

ISO 55001 in Latin America

Interest in Latin America has been strong - as can be seen in our website's statistics on page 10. Our colleague María Aurora Agulló summarises the perception of interest in the ISO 55000 family of standards in Latin America.



Up to the end of 2019 there was clearly growing interest in implementing ISO 55001, as shown by the number of proposals requested in Argentina, Chile, Uruguay and Guatemala.

In **Argentina**, although the interest in recent months is understandably lower, companies are keeping alive the projects begun in previous years, and others are requiring further information to start them. Implementation processes have slowed down since face-to-face work was interrupted.

In **Uruguay**, the outlook is very similar, with projects started in previous years ongoing and with some new requests for information on the Standard.

In **Chile**, after receiving clear indications of interest from various companies, there are courses planned on the Standard and implementation process.

In **Guatemala**, information on the standard is being disseminated and a certain degree of interest is noted.

In **Colombia**, the electricity and gas regulator issued the requirement to power transmitters and distributors to certify to ISO 55001 within the next 4 years. The main ones are moving forward.

In summary, we perceived clear and growing interest throughout 2019 and a decline during 2020, which we understand as a consequence of Covid-19 lockdowns, and we expect will be transient.

Workgroup Updates

The pandemic might prevent us from meeting in person but most Workgroups regularly meet via Zoom and have been actively progressing their work. This means we need more experts to help us progress our agenda. We therefore invite new members and representatives from different countries to participate in our workgroups as we continue to work on our existing projects and start new activities to scope out future pieces of work.

The participation of diverse countries, diverse cultures, diverse ways of working, diverse states of maturity are very enriching and fundamental for standards and specifications to be relevant and useful all around the world.

Below you will find a summary of what has happened since our last in-person meeting in Quito and what is being planned for the next few months.

AHG1—Spanish Translations



The translation of ISO/TS 55010 was completed. The document was published in Spanish: *Gestión de activos – Orientación sobre la alineación de las funciones financieras y no financieras en la gestión de activos*.

Once published in Spanish it was adopted as a National Standard by many NSB.

We updated the Spanish ISO/TC251 website.

WG3 – Communications

WG3 has finalized its communication strategy and has recently added Swedish content to the TC251 website - our 9th language! Traffic to our website keeps increasing as you will read on page 10. We have also increased our presence on Wikipedia as this is a key source of traffic to our website. We encourage NSB's to start Wikipedia pages in their own language to generate more interest in the ISO 55000 series.

We are gradually populating the new ISO Documents site with relevant communications materials. We hope to publish a comprehensive slide deck with benefits and explanations of key asset management concepts soon, to be followed by messages tailored to different audiences (e.g. asset owners, regulators, etc.).

One big challenge for WG3 is to find and highlight stories of asset management journeys in different cultures and activity sectors all over the world. For this we need your help. If you know an organization that has an interesting story on their asset management implementation or their ISO 55001 certification, please put us in touch or encourage them to send their testimonial to ISOCommunications@iso55000.org.

Another challenge is our very modest presence on social media. We are therefore seeking input on local social media forums that we might want to participate in (e.g. the IAM's LinkedIn forum) - please send any ideas to Submissions@iso55000.org.

For more information on the activities of WG3 please contact Mr. Boudewijn Neijens (Canada) at rneijens@copperleaf.com, tel: +1 604 779 1867.

WG4 – Product Improvement

Workgroup 4 is starting to work on the ISO 55000 revision. The Design Specification focus areas are:

- Scope
 - Assets, Asset Management, AM System
- Overview
 - Target Audiences
 - Asset Management v. Managing Assets
 - Benefits of Asset Management
- Principles (& Fundamentals)
 - For establishing Asset Management Systems

- For performing Asset Management
- Terminology
 - Terms
 - Key Concepts
- Annexes
 - Asset Management Information Management
 - Relationship of Key Elements
 - Enterprise Risk Management

Contact the WG4 Convener: Jack Dempsey (US), tel: +1 202 286 2003,
email: jack.dempsey@definitivelogic.com

WG4 Deputy Convener: Jyrki Paavilainen (Finland), tel: +358 40 071 90 17,
email: jyrki@urbanassets.fi

AHG4 Information Mgt.

Shiv Iyer is the convenor of the new AHG4. The objective of this group is to support organizations in their selection of appropriate methods related to collection and analysis of data supporting their strategic goals.

This will assist Asset Managers in making smart and informed choices relating to the use of analytics to support decision making:

- Data Science tools
- Real-time performance monitoring
- DaaS
- AaaS
- Digital Twins

The next steps before next plenary in May 2021 are:

- Recruit experts to help write the narrative
- Meet regularly as a group (bi-weekly)
- Create a 1-2 page narrative
- Reach out to other TCs for inputs
- Develop a work plan

Contact the AHG4 convener Shiv Iyer (US) at tel: +1 814 883 5088,
email: shiv.iyer@woolpert.com

WG5 – Finance

Johan Paulsson (Sweden) is the new convenor of WG 5, with Ed Singer (US) as deputy. The next steps for this workgroup are:

1. Asset register - development of material
 - a) Develop an Annex in 55010 for Asset Registers
 - b) Prepare for a systematic review of 55010
2. Work with WG6 in revision of the 00 and 01 documents
3. Produce supporting articles

New members that would like to join this workgroup are welcome! Contact convener Johan Paulsson, tel: +46 46 36 48 02, johan.paulsson@tetrapak.com.

WG6 – Revision of ISO 55001

Workgroup 6’s main focus is now on two activities:

The main text of the High-Level Structure that aligns the key aspects of companies worldwide (quality, environment, energy, asset management, etc.) and determines over half of the text of the requirements has now been approved and the guideline text is now to be discussed and finalized within TC251.



In anticipation of a wish of the asset management community to start the review of ISO 55000 and ISO 55001, for which a ballot is now ongoing, a number of themes have been identified for a preparatory discussion. These themes include: risk, lifecycle management, scope, SAMP, knowledge management, leadership and a cluster around decision making. The key questions to be answered in these theme groups are what and where texts and requirements should be substituted, altered or added in the standard on these themes.

The vision of Workgroup 6 is to leave the compact and to-the-point character of ISO 55001 untouched.

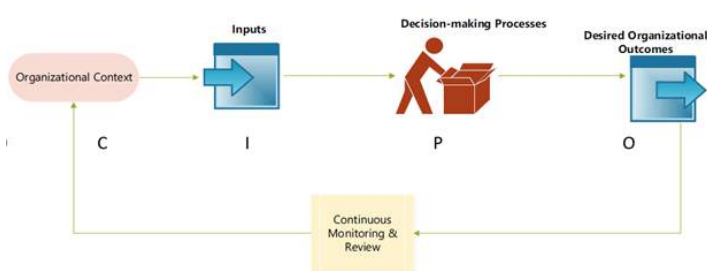
If you have any questions or want to contribute to the theme discussions please feel free to contact convener Ton Van Wingerden at tel: +31 6 15004911, email: ton.vanwingerden@dnvgl.com

AHG3 – Decision Making

After Quito the TC251 decided to establish an Ad Hoc Group to make progress on several related PIPs and liaise with a joint collaboration of TC233 and TC207 on sustainable investment decision-making. At the end of January, we counted already over 40 members, gathering expertise on investment decision-making of all kinds of organizations. We had a challenging task. Although many feel the need for more guidance in decision-making, in which areas does asset management specifically contribute?

With the help of our liaison in TC233 (Mr. Tetsuo Yagi) we were able to contribute to the development of guidance on sustainable finance (ISO 32210). Asset management ideas were welcomed and largely accepted as valuable input for this framework. Think of definitions (“what is an asset?” 😊), stakeholder importance, and risk prevention by applying asset management. Development of ISO 32210 still continues.

To determine how to provide more guidance the AHG researched 3 topics: Factors that affect asset management decisions (our multi-criteria principle), mechanisms and processes of asset management decision-making, and the application. Respectively, these ‘research groups’ were headed by Staffan Boström (SE), Geert Fücks (NL) and Boudewijn Neijens (CA). In summary, a well-known frame was chosen (CIPO, below) to typify the process of decision-making, in which context and desired



outcomes determine the factors (group 1), that drive inputs and processes (group 2) and a review process to accommodate constraints and match changing outcomes (group 3).



The groups identified the important elements to their topic to be considered, i.e. desirable features of a good asset management decision or decision-making framework.

Looking at our results, we concluded no separate, formal document is needed for guidance on asset management decision-making. Many elements can be further detailed in 00, 01 and 02 (if and when review is due). The field of asset management decision-making is very broad. The kind of decisions and the relevant knowledge and methods involved vary a lot. Building a general applicable framework is therefore limited to guidelines like the CIPO model suggests. Furthermore, many external initiatives - like the guidance TC322 is developing - are also excellent vehicles to bring constructive results by our findings.

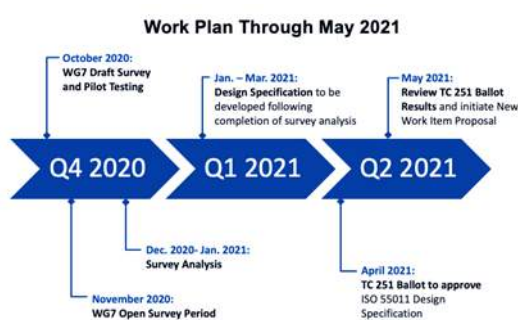
AHG3 was managed by Annemarie Kin (NL), and the ongoing liaison work will be ensured (pending his confirmation by ballot) by Nuno Marques de Almeida (Portugal), email: nunomarquesalmeida@tecnico.ulisboa.pt.

WG7 – ISO 55011

Workgroup 7 has voted into position two new conveners:

Ms. Tiffany Batac as WG7 Convener – Assistant Vice President and Principal Consultant, Asset Management, WSP, USA

Prof. Kerry Brown as WG7 Deputy Convener – Professor of Employment and Industry and Director of the Centre for Innovative Practice, Edith Cowan University, Australia.



WG7 is currently focused on a market sensing initiative to inform the development of ISO 55011. The group is seeking input via survey (see page 9) and case study interviews from persons believed to be experts in the development, administration, or influence of general public policies at different government levels within their countries. The survey and interviews are intended to gather input from public policy authorities on the challenges they face related to the delivery of public

services and what type of guidance would help promote or enable good asset management practice, especially related to specific public policy instruments or applicable public policy documents. The survey is accessible on the TC251 website committee.iso.org/tc251 and is available in English and French. Findings from the survey and interviews will inform a revised design specification in the next stage of development for ISO 55011.

For questions or if you would like to provide input into the development of ISO 55011, please contact convener Tiffany Batac at tiffany.batac@wsp.com, tel: +1 202 661 5330.



Survey: Your Input on Developing Public Policy and Asset Management

For governments and public policy authorities, good asset management is a key enabler for those seeking to balance investment in immediate needs with long-term goals to achieve desired societal outcomes, including achievement of the United Nations' Sustainable Development Goals. Developing public policy in a way that promotes good asset management is important for governments and their public policy authorities to make the best use of public resources while maximizing social and financial return on investments.



If you're involved in public policy, this is an opportunity to provide input on the challenges you face related to the delivery of public services and the type of international guidance that would be most helpful. Click [here](#) to take the survey or download a PDF version [here](#). To learn more, visit the [ISO 55011 page](#).

Meet a TC251 Expert: Ton Van Wingerden



Ton van Wingerden was born between the assets of his father, being a market gardener. So, from a very early age he was involved in the planning, maintenance, value creation, safety, financial and many other aspects of the company's land, greenhouses, buildings, equipment and transportation assets.

Most of his career he has been active in natural gas infrastructure. After obtaining his master's in applied physics he worked at gas cleaning plants in the steel industry and then joined several consulting firms on natural- and bio-gas, hydrogen and other energy carriers.

As gas infrastructure is at the key of energy supply to industries, companies and residential areas, it is highly regulated for both economic and safety targets. Ton swiftly introduced these into integrated asset management, pioneering on this subject with a comprehensive approach, also including other networks like electricity grids.

After participating in the review of the PAS 55 standard he appreciated the need for an ISO AM standard development and has been the convener of the working groups that developed and maintained the requirements and guidance documents from the very start.

In this role he has worked with experienced asset managers worldwide, evolved his insights in the key themes of the subject and started initiatives to upgrade and align asset management in a wider perspective.

A very interesting part of his work as a consultant is the cross-pollination between working for companies worldwide with a diversity of assets – from gas, water and electricity grids, to windfarms and traditional electricity production plant to harbors – using these experiences in the ISO 55000 committee (TC251) for constructive discussions and vice versa.

Ton is now looking forward to further develop the standards with the insights gained in the application over the last six years and other developments like the sustainable development goals, digital solutions and an integral standardization approach.

TC251 Website: a Key Source of Information

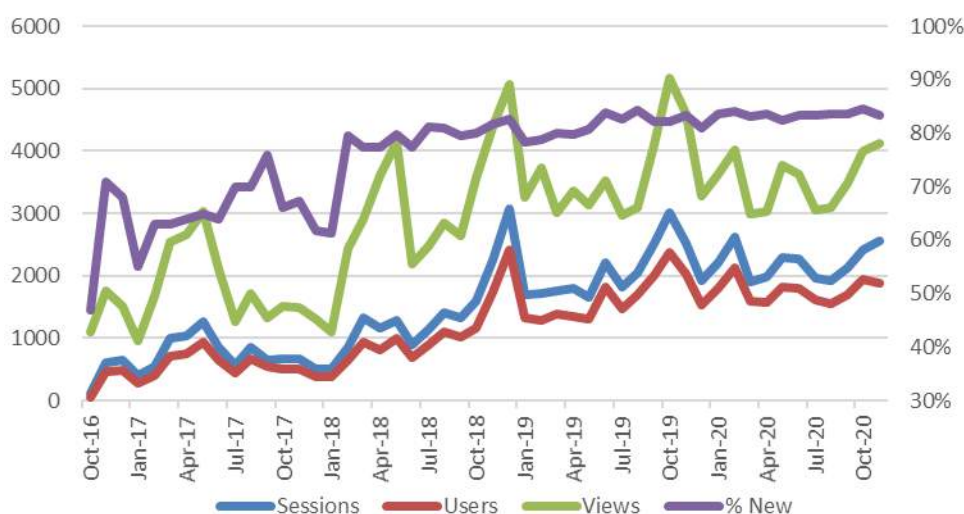


The TC251 website committee.iso.org/tc251 is our main communication vehicle with the wider asset management community. Recently we have updated the home page to support the WG7 / ISO 55011 survey. We also added a [Swedish](#) home page to our website thanks to the efforts of the SIS team. In Quito we decided to add direct links to all translated publications on each non-English home page. You will find this new feature on the Spanish, French, Japanese, Chinese German, Portuguese and Swedish pages, with others to follow shortly.

- **The Publications page:** contains all free publications by TC251 – often in multiple languages. If your NSB wants to translate one or more of these publications, please contact Ms. Edmea Adell eadell@iframi.fr for details. As explained above, direct links to translated publications are being added to non-English home pages.
- **The Known Certified Organizations page:** the list of known organizations that have certified to ISO 55001 keeps growing and is one of the most visited pages on our website. We now have well over 300 organizations from 43 countries in our database! See the statistics on the next page. If you know of an organization that is certified but not on our list, please have them contact submissions@iso55000.org with proof of certification (ideally, a PDF copy of their certificate).
- **The Case Studies page** contains success stories of certified organizations. We're always keen to hear of more organizations. We have recently added a case study (in English and in Spanish) about AySA, the Buenos Aires water utility. If you know of an organization that's interested in being featured in a case study, please contact ISOCommunications@iso55000.org.
- **The Learn More page** has useful links to growing body of knowledge available through third party organizations - both for general asset management knowledge and for sector-specific guidelines on how to apply ISO 55001. A new guide on the development of a [SAMP published by the UIC](#) has just been added.



TC251 Website



Traffic on our website keeps increasing – albeit more slowly due to the current pandemic. Traffic from Portuguese-speaking countries in particular has grown very rapidly, to the point that Brazil now has the highest number of visitors in total, and Portugal has the highest number of visitors per capita. Please make sure to spread the

word, we want our website to be a source of useful information to the asset management community worldwide.



Known ISO 55001 Certified Organizations



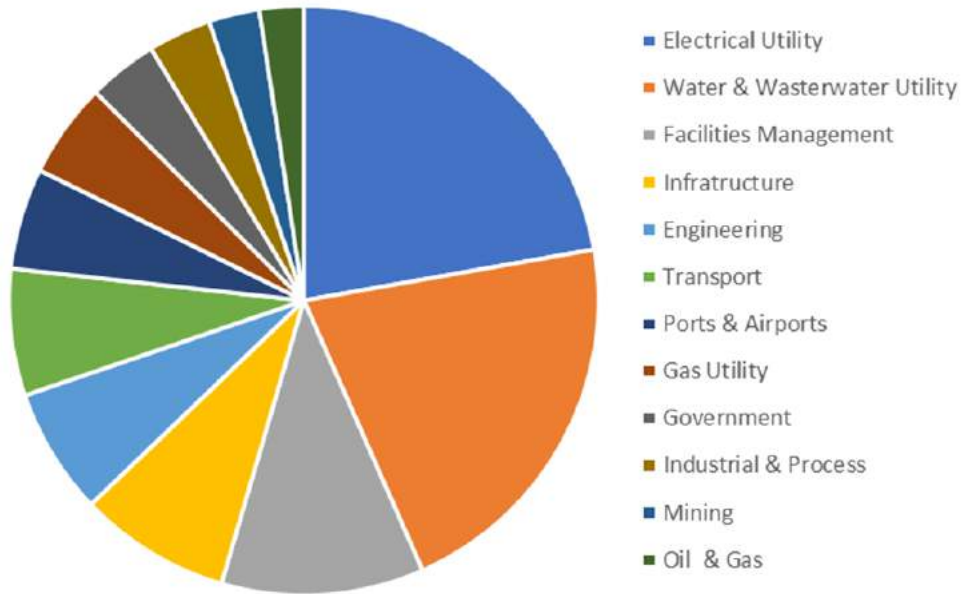
One of the challenges for TC251 is to measure its success. We have identified well over 300 certified organizations around the world (see stats below) but we suspect there are many more. We are interested in hearing from any organization that has certified to ISO 55001 or is complying with the standard. Our intent is to publish links to any publicly available information released by such organizations (press releases, case studies, success stories) on our committee's public website. Please contact submissions@iso55000.org.

Known Certified Organizations

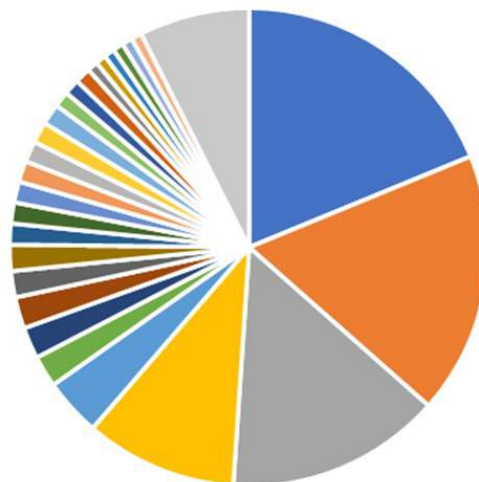
The list below was compiled by accessing publicly available information and only lists certified organizations known to TC251. If your organization's management system to ISO 55001 certified, we encourage you to contact us for inclusion in this list. Note that ISO does not maintain a central registry of all ISO 55001 certified organizations, nor can it guarantee the correctness of the information below.

Organization	Sector	Country	Link
Abulita Power Oil Ref.	Electrical	Philippines	Link
Engineered Energy Co., Ltd. / Shikoku Power Station	Electrical	Japan	Link
Hedcor/Abulita	Electrical	Philippines	Link
Koel Energy	Electrical	Japan	Link
Pacific Consultants	Electrical	Japan	Link
PTN Transakti Jawa Bagian Barat	Electrical	Indonesia	Link
Reliance Infrastructure	Electrical	India	Link
SN Abulita - Barangay	Electrical	Philippines	Link
SN Abulita - Magat	Electrical	Philippines	Link
State Grid Power Research Institute	Electrical	China	Link
Tanubu Group	Electrical	Japan	Link
TMB	Electrical	Malaysia	Link
Vedanta	Electrical	India	Link
Foto	Engineering	Japan	Link
Kumonets	Engineering	Japan	Link
Soochoo	Facilities Management	China	Link
Tsingtao	Gas	Hong Kong	Link
Japan Water Agency	Government	Japan	Link
Insitut Jantung Negara	Health Services	Malaysia	Link
Ashinoko Skyline	Infrastructure	Japan	Link
Gran Yatai Hotel & Resort / Wipon Kisei Co., Ltd.	Infrastructure	Japan	Link
Nagasaki Co., Ltd.	Infrastructure	Japan	Link
NIPPO Co., Ltd./	Infrastructure	Japan	Link
Oriental Consultants Co., Ltd.	Infrastructure	Japan	Link
INSECO Corporation	Infrastructure	Japan	Link
Rehabilitation Technology Consultant Co., Ltd.	Infrastructure	Japan	Link
Shin-etsu Highland Way	Infrastructure	Japan	Link
Water Resources Organization	Infrastructure	Japan	Link
Yachiyo Engineering Co., Ltd.	Infrastructure	Japan	Link
Bata	Manufacturing	India	Link
Satoh	Manufacturing	Japan	Link
Shoukai Binan Fuzang Power Co., Ltd.	Manufacturing	China	Link
China Petroleum Pipeline Material and Equipment Co., Ltd	Oil & Gas	China	Link
Deli International Airport AGL	Ports & Airports	India	Link
Hong Kong International Airport	Ports & Airports	Hong Kong	Link
Johor Port	Ports & Airports	Malaysia	Link
Mengniu Dairy	Process	China	Link
MTR	Transport	Hong Kong	Link
SMRT Road Holdings	Transport	Singapore	Link
SMRT Rail	Transport	Singapore	Link
AICHI Prefecture	Water & Wastewater	Japan	Link
Asco Daito Co., Ltd.	Water & Wastewater	Japan	Link
Asian AV Observation Co., Ltd.	Water & Wastewater	Japan	Link
Central Design Engineering Laboratory Co., Ltd.	Water & Wastewater	Japan	Link

Certifications per Sector



Certifications per Country



- Japan
- Australia
- Netherlands
- UK
- UAE
- China
- Germany
- USA
- India
- Portugal
- Brazil
- Denmark
- Hong Kong
- Ireland
- Malaysia
- Philippines
- Spain
- Argentina
- Finland
- Switzerland
- Chile
- Colombia
- New Zealand
- Oman
- Russia
- Singapore
- 21 Other Countries

