TC251

Newsletter for the TC251 Community ● January 2020

Summary of the Quito Meeting

The 8th Meeting of ISO/TC251 was held in Quito, Ecuador, from 11th to 15th November 2019. It was by far the highest TC251 meeting ever held, but despite the lack of oxygen the team made significant progress and started a few new projects.

The meeting was opened with a speech by Ecuador's Vice Minister for Production, Foreign Trade, Investments and Fisheries Jackson Torres stressing the importance of asset management for the competitivity and well-being of countries such as Ecuador. Carlos Echeverria (Executive Director of SAE, the Ecuadorian

Accreditation Service), Cristian Chimbo (Director of Industrial Engineering at the University of the Americas) and Leo Bermeo (Technical Coordinator at INEN, the national standards body for Ecuador) added their welcomes to those of the Vice Minister.

◁ *TC251 Chair Rhys Davies presented official copies of the recently published ISO/TS 55010 and of the new Spanish translation of ISO 55002 to Vice Minister Torres.*

The TC251 continues to grow and now has 35 Participating Members, 17 Observing Members and 31 Liaisons.

The TC's closing plenary discussed the work of WG7 in some depth, to decide if it was heading in the right direction and would be capable of meeting ISO's deadline for the delivery of a DIS. The meeting also formally adopted resolutions to establish an Ad Hoc Group on *"Guidance for investment and other asset man-*

agement decision-making to optimize value when facing multiple criteria and competing goals" and to assign the preparation for the next revision of ISO 55000 to WG4. Both activities will also need additional experts to assist in their tasks – National Mirror Committees are encouraged to recruit volunteers.

TC members enjoyed the warm Ecuadorian welcome and marvelled at the beauty of Quito's historic old town. We also enjoyed the local attractions, including the Mitad del Mundo where the engineers and scientists among us were challenged to explain the many quirky experiments performed on the equator line such as balancing raw eggs, inverting the direction of flushing water and more.

Bayron Moya, member of the Ecuador mirror committee and new recruit to WG3 produced a fun video summarizing TC251's week in Quito. You can find it here.

The TC has received an offer to hold its next meeting in the UK from 29th June to 3rd July 2020. See details on page 5.

◁ *The TC251 team visited Quito by night under the expert guidance of a particularly humorous "priest".*

The Ecuador Team's View: How They Experienced TC251

During the 8th TC251 Asset Management Plenary meeting held in Quito ,asset management experts from Ecuador actively participated in different Workgroup meetings for the first time. Here is their feedback:

David Peñafiel

"For me it has been an enriching experience, sharing with high-level professionals of different nationalities that are united by a single objective: manage assets in an ethical way and make responsible decisions to make our planet a better place."

Maria Augusta Mateus

"Attendance to this plenary was a great experience. It was a unique opportunity to witness first-hand that the work of international experts contributes to improving international standards about Asset Management. Another positive outcome is the possibility to meet people from different parts of the world whose realities and visions have enriched me professionally."

Bayron Moya

"It's amazing to meet people so passionate about Asset Management and Standardization: they truly commit much of their lives to compile and promote these good practices and improve them. This experience compelled me to promote this topic in Ecuador, to help make our country more competitive and productive, with safer and more sustainable operations."

Hugo Costales

"Being part of this committee allows me to learn and contribute to this great change in the digital transformation of industry through Asset Management. We are proud that these activities that are being carried out in Ecuador and will spread throughout Latin America."

Daniel Muela

"For me this week highlighted the importance of putting in place the correct work and workgroup organization, ensuring a shared vision in asset management across the whole company. It should quickly have a great impact in our country".

Luis Tillería

"I have learned a lot in this week. I discovered criteria, realities, contexts, practices and success stories worldwide, as well as being able to look at the potential that Asset Management has at all levels, hearing firsthand from global experts from Asia, Europe and America how they achieved sustainability and productivity."

INEN

"For INEN, being the host of an ISO International Committee for the first time in our country, on such an important issue for productivity and process improvement, is undoubtedly the first step towards promoting Asset Management in the public and private sectors, generating information and how it can be implemented through standards. As a Standardization Body, being pioneers in supporting the 2019 plenary of this committee in Ecuador, we want to encourage the region to join to the world of Asset Management and participate actively."

A short video capturing the Ecuador delegation's impressions can be found [here](#) (in Spanish).

Chairman's Update by Rhys Davies

It's a very interesting time for TC 251 at the moment. In the last two years we have published a revision of ISO 55002 which has been very well received and is starting to be translated into many other languages (the most recent being [Swedish](#)). We've also completed a major piece of work in publishing ISO/TS 55010 on alignment between financial and other asset systems. Both of these were major pieces of work that occupied a lot of resource and were very visible.

So it's not surprising for people to wonder what is happening next. The interesting part of the answer to that question is that lots is already ongoing so let's break that question into two parts:

1. What is already happening that you might not be aware of
2. What is coming in the near future

Exciting things you can engage in now

Strategic Business Plan – the current SBP is now quite old and is in the process of being rewritten. After requesting input from NSBs on numerous occasions and despite the responses from national mirror committees being sparse the SBP is in a revised state and will be shared with the CAG before the UK meeting in June.

WG3 and 4 - continue their important roles in communication and product improvement. Not much for me to say here, but read their entries later in this newsletter and also the item of future work for ISO 55000 which has been allocated to WG4.

WG5 - Having completed the ISO/TS 55010 document in 2019 we have changed Convenors and now have Ilham Hikmi and Alex Knight working as joint convenors to take the WG in a new direction. They are currently in the middle of an exciting scoping study which is using the concept of the asset register as a starting point for exploring the complexity of the new digital technologies all asset owners are being confronted with. Please see the call for experts later in this newsletter, but this is certainly an area of our work that is important in shaping the future of asset management.

WG6 - Revision of Annex L and the High Level Structure (HLS) - This is a massively important piece of work that we are involved in. The HLS forms circa 60-70% of our 55001 standard and is common with all other management system standards including ISO 9001 and 14001. As such it is a piece of work which is very important to us. In Amersfoort we allocated this work to WG6 and they have been regularly seeking input to their contribution to this revision activity. It's now 6 years since we published the original 55000 and 55001 documents so, as our thinking starts to turn towards a potential revision the importance and timing of the work on Annex L and the HLS is critical. If anyone wishes to get involved then please connect with WG6 and engage in their discussions.

WG7 - ISO 55011 guidelines on Public Policy for Asset Management - This document has been in the DIS stage for some time and whilst we have consensus on the need for it, there are ongoing discussions to clarify the target audience and its scope. Watch this space!

AHG3 – Asset Management Decision Making – A newly established WG under Annemarie Kin to specifically engage with the very core of our discipline but also to liaise proactively with ISO/TC 322 on Sustainable Finance who are also

developing frameworks for investment funds to discriminate sustainable investment from other kinds of investment. I'm very excited by this and this is a great time to engage in this group. It's an AHG whilst it scopes out future work items and has great potential to be a full WG in the near future.

Exciting things you can engage in soon

With the development of the revised HLS now making excellent progress it's time for us to start thinking about revising ISO 55000 and ISO 55001.

55001 - We allocated preparation for revision of ISO 55001 to WG6 in Amersfoort and whilst the engagement in the HLS revision is a core part of that work, WG6 is also collating other ideas and concepts for discussion in a future 55001 revision. This is important work and providing that the HLS revision team continues to progress on schedule there is a likelihood that we will start the formal process of systematic review on 55000 and 55001 soon. This means that if you have burning issues that you think should be included in our future revisions then NOW is the time to engage in WG6.

55000 - We more recently allocated preparation for the revision of 55000 to WG4 in Quito. For the past few years WG4 has been compiling a database of feedback and comments on all of our standards and they are now starting to prepare for the next version of ISO 55000 covering the overall concepts associated with the wider asset management discipline. It's key to the future of our discipline and a good time to get engaged via WG4.

Enjoy the rest of this newsletter and I look forward to seeing faces both old and new engaging in our work and hopefully joining our next meeting in the UK this summer. For those of you who have not visited the UK previously, I use the phrase "summer" in a flexible sense, it could be warm and sunny or it could be cooler and damp, either way I'm sure we will experience a great welcome and have a productive meeting.

Rhys Davies
Chair, TC 251

SAVE THE DATE!
TC251 PLENARY MEETING
Brunel University London, UK
29 June to 3 July 2020

Registration instructions will be posted shortly

Workgroup Updates

All TC251 workgroups were active in Quito and quite a few new initiatives and ideas were discussed. 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 been achieved in Quito and what is being planned for the few next months before our next meeting in June 2020 in the UK.

WG3 – Communications

We made progress on many fronts in Quito. In particular, we produced a new slide deck and additional videos to promote the new ISO/TS 55010; we refreshed the general slide deck presenting the benefits of Asset Management; we updated the TC251 website to offer direct access to translated publications on the non-English home pages; we expanded our presence on Wikipedia; and we had numerous meetings to advance our overall communication strategy.

New WG3 communication materials can be found on ISO LiveLink.

Over the next six months we plan to focus on:

- Making progress in Communication Strategy for enlarging the audience of communication material
- Increasing graphics in the TC 251 website
- Preparing more WG publications
- Getting ready for the launch of ISO 55011
- Building a more comprehensive Social Media presence (see our initial guidelines on page 11).

For more information on the activities of WG3 please contact Mr. Boudewijn Neijens at bneijens@copperleaf.com, +1 604 7791867.

WG4 – Product Improvement

WG4 had a very productive session in Quito. We updated and improved the TC 251 Product Improvement Register to improve visibility and communications supporting product improvement ideas and activities. To receive routine email updates on these activities you need to be a member of WG4. Currently only about half the TC 251 participating countries have a member on WG4. Our objective is to have at least one member from every participating country be a member of WG4 so all countries can maintain awareness of ongoing TC 251 product improvement ideas and activities. Please contact your National Mirror Committee leader if you wish to be added to WG4.

A summary of product improvement activities by the end of Quito: four Product Improvement Proposals (PIPs) advanced to Gate 2 and three new PIPs were submitted and advanced to Gate 1. Currently there are 14 active PIPs, eleven of which have cleared Gate 2 (i.e. have been reviewed by the Chairman's Advisory Group - CAG) and have been assigned to a workgroup for execution. Current status on

Gate	ID	Subject / Name	Assigned To
Gate 2	P001-2019	Information Management and Decision-Making Criteria	WG6
	P002-2019	Life Cycle Management of Intangible Assets	AHG3
	P003-2019	Asset Management Instructors Survey	WG4
	P004-2019	Measurement Framework for Asset Management Decision-Making	AHG3
	P005-2019	Asset Register	WG5
	P006-2019	Sustainability Development Goals	AHG3
	P008-2019	Intangible Asset Management	AHG3
	P009-2019	Fundamentals and Principles Integration	WG6
	P010-2019	Scope Definition Refinement	WG6
	P011-2019	Standards Development Communications	WG4
	P012-2019	Guidelines for Investment Decision Making	AHG3
Gate 1	P0013-2019	Asset Management for Natural Assets	tbd
	P0014-2019	Climate Change and Asset Management	tbd
	P0015-2019	Design Specification Requirements	tbd

all PIPs and the updated Product Improvement Register are maintained in the "04. Projects" folder of the WG4 online library on ISO LiveLink. You will find a short explanation of the PIP process on page 12.

Other significant work accomplished by WG4 in Quito was: we updated the Liaison List, we provided terminology and definition support to WG7's efforts advancing ISO 55011, and we supported chartering activities for AHG3 and their efforts to develop content to *"Improve Investment Outcomes through Better Decision Making"*.

Between Quito and our next in-person meeting in the UK, WG4 will be working on two post Gate 2 PIPs: *#004 – Asset Management Instructors Survey* and *#011 – Standards Development Communications.* In addition, WG4 will work to further develop materials supporting the post Gate 1 PIP it submitted in Quito: *#015 – Design Specification.* Lastly, WG4 will begin organizing efforts to update ISO 55000 starting with development of a design specification to do so.

If you have any questions or would like to get involved with WG4 activities, please contact Mr. Jack Dempsey, jack.dempsey@definitivelogic.com, +1 202 286 2003.

WG5 – Finance

As WG5 has just completed a big milestone (completion of TS 55010) we kicked off our time in Quito with a group exercise to reflect on our effectiveness and efficiency as a working group and identify lessons learnt for future work.
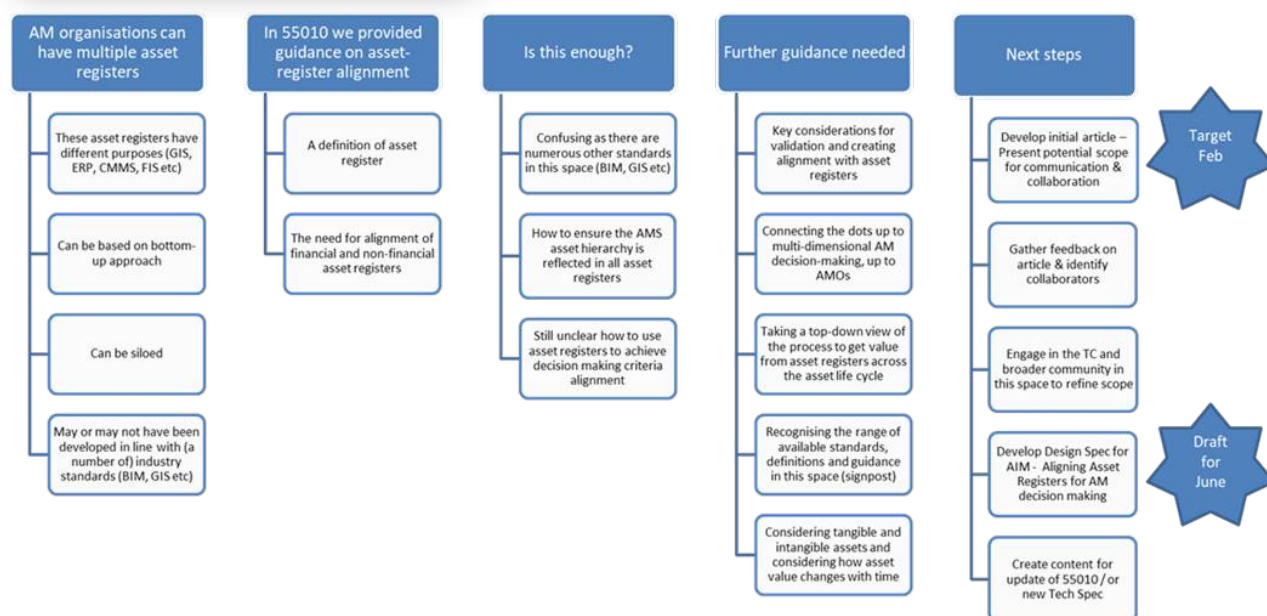
The main challenges that were highlighted were the risk of large scope creep when carrying out a new work item and managing the people churn in the team. We identified that the consensus process of developing guidance is sometimes painful but necessary as we are striving for international collaboration and involvement. Another challenge was keeping progress when everyone goes back to their day job, so keeping momentum is key. The opportunities we identified for improvement are:

- Having a clear Why and What (purpose and scope) i.e. a Design Spec document;
- We also ideally want core group consistency;
- Some churn is to be expected and welcomed but to manage this we need to maintain clarity of our design spec.

We also identified that a clear drumbeat of remote meetings in between face-to-face meetings is needed to maintain progress and that a project leader for each new work item doesn't have to be the same person as the convener, this would help share the load.

We identified the opportunities for additional guidance – summarized in the diagram below.

AM organisations can have multiple asset registers	In 55010 we provided guidance on asset-register alignment	Is this enough?	Further guidance needed	Next steps
These asset registers have different purposes (GIS, ERP, CMMS, FIS etc)	A definition of asset register	Confusing as there are numerous other standards in this space (BIM, GIS etc)	Key considerations for validation and creating alignment with asset registers	Develop initial article – Present potential scope for communication & collaboration
Can be based on bottom-up approach	The need for alignment of financial and non-financial asset registers	How to ensure the AMS asset hierarchy is reflected in all asset registers	Connecting the dots up to multi-dimensional AM decision-making, up to AMOs	Gather feedback on article & identify collaborators
Can be siloed		Still unclear how to use asset registers to achieve decision making criteria alignment	Taking a top-down view of the process to get value from asset registers across the asset life cycle	Engage in the TC and broader community in this space to refine scope
May or may not have been developed in line with (a number of) industry standards (BIM, GIS etc)			Recognising the range of available standards, definitions and guidance in this space (signpost)	Develop Design Spec for AIM - Aligning Asset Registers for AM decision making
			Considering tangible and intangible assets and considering how asset value changes with time	Create content for update of 55010 / or new Tech Spec

Target Feb

Draft for June

ISO 55001:2014 *Asset management – Management systems – Requirements* specifies requirements for an asset management system, while ISO 55000:2014 *Asset management – Overview, principles and terminology* provides for the definition of an asset in the context of asset management. Recently published ISO/TS 55010:2019 *Asset management – Guidance on the alignment of financial and non-financial functions in asset management* provides guidelines for the alignment of financial and non-financial asset management functions in order to improve internal control as part of an organization's management system. ISO/TS 55010 also provides for the definition of asset registers in the context of asset management:

3.7 *asset register – record of asset data and information considered worthy of separate identification and accountability; Note 1 to entry: Financial, or accounting asset registers are those databases or systems, which are used to describe and manage the organization's financial accounts and management accounting (3.2); Note 2 to entry: Non-financial asset registers (technical or operational) are databases or systems, in which relevant technical or operational data and information of an asset are kept.*

At this time, WG5 believes further guidance is warranted on how organizations achieve asset data and asset register alignment necessary to support the objectives laid out in ISO 55001 and ISO/TS 55010. This viewpoint is supported by the whole of TC251 and a Product Improvement Proposal (PIP) was approved by the CAG earlier in 2019.

Before our next TC251 meeting we are going to produce an article that we can use to reach out to a wider audience for input and collaboration on this new work item before we finalize the scope for our new work item starting at the next TC251 in-person meeting in June 2020 (see page 13).

Note that new videos explaining TS 55010 have been posted on the TC251 website: in English, Spanish and soon in Russian.

For further information on WG5's work, please contact convener Ms. Ilham Hikmi hi@ilhamhikmi.com, +41 22 7177327.

WG6 – Revision of ISO 55001

The ISO High Level Structure determines the greater part of the text in ISO 55001. Therefore, the main task for WG6 in Quito was to assess the new proposed HLS, as defined in the so-called Annex L document. The review and discussions led to a significant number of comments for both the key text and the guidance. It appears that TC251 has, with that, a substantial contribution to the inputs that will be discussed by the responsible ISO taskforce in January in Sydney.

WG6 also progressed work on the Product Improvement Proposals that were tasked to us in the previous meeting and in Quito. It was recognized that the subject of two of these PIP's coincide with work in WG5 on Finance and two more with the work of a new ISO Joint Working Group (set up by TC322 and TC207). We therefore decided to set up a new Ad Hoc Group led by Annemarie Kin (NL) to integrate the work on the relevant PIP's *("Framework for decision making in Asset Management"* and *"Investment Decisions"*) with the aim of this new Joint WG.

The High Level Structure and Annex L

The Annex L (formerly called Annex SL) is a section of the ISO/IEC Directives that prescribes how ISO Management System Standards (MSS) should be written. The aim of Annex L is to enhance the consistency and alignment of MSS by providing a unifying and agreed upon high level structure, identical core text and common terms and core definitions. The aim being that all ISO MSS are aligned and the compatibility of these standards is enhanced. More information can be found on Wikipedia and on ISO's website.

A very fruitful workshop was held on the relation between sustainability (i.e. the UN Sustainable Development Goals) and Asset Management. Each of the 17 SDG's was discussed and we concluded that each of these have a link with Asset Management and vice versa. A roadmap was drafted to make sure that the importance of this is captured and taken forward as a major input to the next TC251 meeting and the possible revision of the ISO 55000 family of standards.

Any questions can be addressed to convener Mr. Ton Van Wingerden: ton.vanwingerden@dnvgl.com, +31 6 15004911.

WG7 – ISO 55011

Working Group 7 was very well represented and accomplished a number of things during the meeting in Quito. Among those accomplishments were clause revisions and refinements in response to the comments in the second committee draft. Terms and definitions were brought to near completion under the labor of Shiv Iyer with the support of Dave Daines. We took stock of the number of case studies that have been added to our existing repository and began to include select ones in the annex of the document. These case studies will be particularly useful for illustrating how some governments, throughout the world, at various levels have begun adapting asset management thinking, and stand as proof points of why the world is ready for ISO 55011.

Part way through the week in Quito, a Q&A session was held for the general TC to offer clarifications and to entertain questions. An interim draft of the document, in its current form, was circulated and feedback was accepted from those experts in the committee who offered input. Arrangements were made with WG3 to help the writers of ISO 55011 take a constructive step back to revisit the 'why' and 'what' of the document - an important step in the development of a document such as this one. Held in the form of a webinar, this took place in mid-December.

This has not been an easy document to write. The skilled experts of the core team of this working group volunteered for a very tough task. Many individuals, from outside this working group, have come forward to contribute encouragement and useful input. Members of other working groups are looking for ways to direct the progress of the document toward its final, eventual outcome. The working group intends to hold another face to face meeting early in this new year.

For more information on the work of WG7, please contact convener Mr. Marc Laplante: marc.laplante@hitachivantara.com, +1 540 685 3927.

AHG1 – Spanish Translations

The Spanish Translations AHG has been exceptionally busy ahead of the Quito meetings. ISO/TMB/STMG has approved the Spanish translation of:

- ISO 55002 *Gestión de activos — Sistemas de gestión — Directrices para la aplicación de la ISO 55001*
- ISO/TS 55010 *Gestión de activos — Orientación sobre la alineación de las funciones financieras y no financieras en la gestión de activos*

AHG1 has also translated every document available on our TC251 website. The latest translated documents available on our website are:

- *Folleto informativo ISO/TS 55010:2019*
- *Comprendiendo los beneficios de un Sistema de Gestión de Activos de la Norma ISO 55001*
- *¿Por qué "Alinear" en Gestión de Activos? - Parte 2 - Obtenga más valor para su organización al alinear funciones financieras y no-financieras*

For further information on AHG1's work, please contact convener Ms. María Aurora Agulló, magullo@iram.org.ar.

Meet a TC251 Expert: Ricardo Pauro
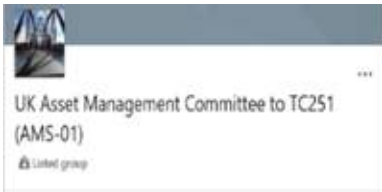
Ricardo Pauro is an engineer with an MBA, an asset management advisor and has led the implementation of the ISO 55001 certification at AySA (one of the most important water and wastewater utilities in the world, see page 12). Within TC251 he is a member of WG7, and an active member of Argentine National Mirror Committee. He is a professor at the UTN BA (Technological Engineering University of Buenos Aires), where he directs the Asset Management Research Center. He's also the organizer of the Argentinian National Asset Management and Maintenance Conference.

He enjoys belonging to the "asset freak" group. And when he is not injured ... he is an enthusiastic amateur tennis player.

María Aurora Agulló
Head of the Argentina Delegation

Quick Guide to Using Social Media

WG3 has created a quick guide to the three social media platforms we think are the most frequently used by our community - though there are obviously others! The advice here can be applied to other social media platforms too.

YouTube	LinkedIn	Twitter
What is it?		
• Video platform that allows anyone to add or view videos. • TC251 has its own YouTube Channel (link below).	• Professional networking site to help people make business connections, share experiences by writing articles and posts, and find jobs. • There are many different asset management LinkedIn pages you could contribute to. • UK Committee site is linked below (there's no TC251 account).	• Online news and social networking site where people communicate in short messages (tweets). • There are many different individual and business Twitter accounts. • There's an official ISO account (but no TC251 account).
Example accounts		
ISO TC251 Asset Management 	UK Asset Management Committee to TC251 	Rhys Davies' Twitter Account
Actions for you to take		
• Visit and subscribe to our channel, if you have an account. • Watch our current YouTube videos. • Share the videos, by clicking the 'Share' button under the videos, to other social media platforms and other users.	• If you have an account, find and participate in relevant groups by searching for them (try searching for the hashtags below). • Post about updates and news on ISO 55000 (such as the 55010 publication). • Post about Asset Management experiences. • Write short articles about ISO 55000 & asset management.	• If you have an account, tweet about your asset management work frequently to stay current. • Attach images to attract attention. • Tweet about updates and news on ISO 55000. • Tweet short insights about asset management experiences • Tweet links to articles or sites about asset management.

When you post on any platform, please always use the three hashtags below;
they act as an electronic filing system and make information searchable

#ISO55000	#assetmanagement	#TC251

Messages for you to adapt and use on social media

• Have you heard about the new #ISO55000 guidance on aligning financial and non-financial functions in #assetmanagement? The #TC251 international team produced it and you can find out more on their website!
• Many organisations find it hard to describe the difference between asset management and managing assets. If this sounds familiar, the ISO 55000 committee guidance might help you! #assetmanagement #ISO55000 #TC251
• Interested in asset management? Visit the ISO 55000 Committee's YouTube Channel and website for explanations on the latest guidance! #assetmanagement #ISO55000 #TC251

Be social media savvy!

Please follow your own organisation's social media guidance when posting, as well as using common sense. You should also read ISO's handy social media guidelines here.
Remember: individuals (e.g. experts, delegates) shall not speak on behalf of an NSB or ISO unless expressly authorized to doso. In other words: speak on your own behalf only!

New Work and Product Improvement Proposals (PIPs)

TC251 is very welcoming of formal proposals from member bodies for new work items in accordance with ISO's established procedures, and would encourage the submission of these.

However, the TC also needs to be open to receiving ideas for smaller, less formal proposals, and needs to find a way to manage them. These could be, for example:

- For an improvement to a paragraph in ISO 55001

- For a new annex to ISO 55002

- For a new website article

- For participating in a social media event

- For establishing contact with a potential new liaison

- For the creation of a video to explain a topic

Such proposals could come from anyone, especially the experts who already participate in TC251, or from national mirror committees, or as feedback/complaints from users.

The TC has asked WG4 to do initial reviews of the proposals it receives, for e.g. clarity, or overlap with other work or proposals, and to then forward them to the TC251/CAG to decide if they should be accepted. If issues are identified during the WG4 reviews, they will be discussed with the proposer.

If the TC251/CAG agrees to a product improvement proposal, it then needs to plan how the TC should take action on the item and how to resource it. Sometimes this could lead to formal ISO project proposals being initiated (e.g. for an amendment to a standard), or for the establishment of new Ad Hoc Groups or Task Groups to do the work.

To help keep track of the proposals, WG4 has devised a form it asks proposers to use when making their initial proposal, and then it has a database to track the progress of a proposal to completion if accepted, or to note that it has been rejected. The database also notes which person or group the work is assigned to.

The TC251/CAG, will monitor progress on such projects using reports from the database and those appointed to be responsible for them.

Jack Dempsey
Convener, WG4

Creating New Guidance on Alignment of Asset Registers for Asset Management Decision-making - Collaborators Welcome!

The Problem – Lack of Alignment

It is typical for asset data to be created, collected, and managed in a variety of discrete asset registers (spreadsheets, log books, databases) dispersed throughout various operating departments / divisions / workgroups. In many cases, these registers are legacy products, originally created for a specific purpose, without regard to the organization's over-arching asset management objectives.

Alignment of asset data, and the associated registers the data is maintained in, is necessary to ensure the appropriate asset data is available to develop meaningful reports and KPIs within the context of an organization's asset management system framework and objectives per ISO 55001. Ensuring proper asset register alignment requires an organization to thoroughly address several organizational, technology and data related issues, including:

- Organization capabilities, competencies, and behaviors, as they relate to information and data management;
- Clear understanding of the data and information requirements that feed the organization's asset management reporting, KPIs and decision-making processes;
- Change management as it relates to data and systems / applications;
- Data management life-cycle, including the business processes, data and information models, software applications, and databases required to support the data life-cycle.

Additional Challenge and Opportunity - The Ever-Evolving Digital Environment

The drive towards digital asset management using a data-led approach to asset management decision making is continually evolving as technology advances. There are a variety of digital technologies and standards for data models, such as GIS and BIM, which has created a multitude of asset registers and the evolution of new phrases such as Asset Information Model and Common Data Environment. The description of these all live in different communities and the aim of this new work is to bring a high-level overview, so the asset manager can benefit from these new technologies.

Along with this, there are a number of different published ISO and other industry specifications, referring to both legacy and new technologies, providing criteria on how to structure asset registers and their inherent asset hierarchies. It is the intent of this effort to refer to these standards and provide guidance on how to incorporate them in an organization's asset management alignment efforts.

Our Purpose

At this time, TC251 Working Group 5 (WG5) is starting work on how organizations can improve asset data and asset register alignment to support the objectives laid out in ISO 55001 and ISO/TS 55010. We will build on 55001 and 55010 to provide clarity on this new world, the benefits they bring to AM decision making, and consider any risks in potentially building new information silos. This viewpoint is supported by the whole of TC251 and a Product Improvement Proposal (PIP) was approved by the Chairman's Advisory Group (CAG) earlier in 2019.

The Task

WG5's intent in developing this new body of work is to provide organizations with sound criteria on how to:

- best leverage existing financial and non-financial asset registers,
- achieve alignment such that the asset managers have confidence in the KPIs,
- report output and knowledge generated from the various asset data sets,
- provide whole of asset life-cycle information suitable for the organizations' value proposition.

Our end product will use practical examples to illustrate the various criteria presented.

Collaborators Welcome!

We don't want to duplicate existing guidance. We want to 'connect the dots' by signposting asset managers to relevant existing guidance on asset registers and fill the gaps where we believe guidance is missing. We believe this gap is - guidance on managing and aligning asset registers effectively for good asset management.

In order to ensure we do not duplicate existing guidance or overlook anything important in this topic, the WG5 team gladly welcomes the participation and contribution from members of all other TC251 WGs as well as from the asset management community at large.

If you feel you have insight to offer towards asset management guidance on Asset Registers, please do not hesitate to collaborate with our Working Group through your country's representative on WG5. There are a range of levels of commitment depending on how you would like to be involved; from highlighting other existing guidance we should be aware of; to engaging on the monthly calls and contributing your ideas and expertise in shaping our scope; to participating in the ultimate development of the guidance.

WG5 is planning a series of regular conference calls and web meetings between now and the next TC251 Plenary, scheduled for June 2020, to refine our scope and start establishing content to be further developed in upcoming meetings. We look forward to collaborating with the wider community and creating valuable material that will benefit asset management organizations globally.

Alex Knight
Co-convener, WG5

New Case Study: AySA

A detailed case study for AySA was recently added to the TC251 website. AySA is the water and wastewater utility for Buenos Aires, Argentina and provides service to more than 13 million inhabitants.

AySA has established a model for management excellence that translated into:

- Results that satisfy stakeholders
- Management systems that ensure the continuity of these results over time
- Commitment to permanently improve the results through continual improvement

The company has a century of history in engineering and had developed a document very similar to the SAMP. But it had other challenges to overcome during the implementation of ISO 55001, in particular its AM software was not working as well as expected though it was world class. AySA did have a good baseline of documentation.

Much work was required to integrate particular aspects of physical assets, in particular the alignment of financial and non-financial functions.

The results met expectations: the implementation of an AM System was not only important in itself, but also because it added value to the company as a whole.

Eng. Ricardo Pauro, implementer of ISO 55001 at AySA

Asset Management on Wikipedia

Asset Management has a growing presence on Wikipedia. In addition to a general introduction to Asset Management (see box below) there are specific articles about the ISO 55000 series, ISO 55001 in particular and ISO/TC251.

These Wikipedia articles are important sources of visitors to our TC251 website and WG3 is therefore actively contributing to the content of these Wikipedia pages to make them highly relevant and keep them up to date.

Wikipedia is a collaborative effort. We encourage each country's Mirror Committee to start and grow translated versions of these wiki pages in their own language edition of Wikipedia. Contact Boudewijn Neijens for more information on how to start a new Wikipedia entry: bneijens@copperleaf.com.

> ### Asset Management
>
> Asset management refers to systematic approach to the governance and realization of value from the things that a group or entity is responsible for, over their whole life cycles. It may apply both to tangible assets (physical objects such as buildings or equipment) and to 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).
>
> The International Standard, ISO 55000, provides an introduction and requirements specification for a management system for asset management.
>
> Read more: https://en.wikipedia.org/wiki/Asset_management

## 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 launch of ISO/TS 55010 and to put more focus on the benefits of Asset Management Systems. We also added a German home page to our website thanks to the efforts of the DIN 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 and Chinese 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 250 organizations in our database – an 80% increase in 12 months! 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 for the electrical power sector published by CIGRE has just been added to the list.

TC251 Website
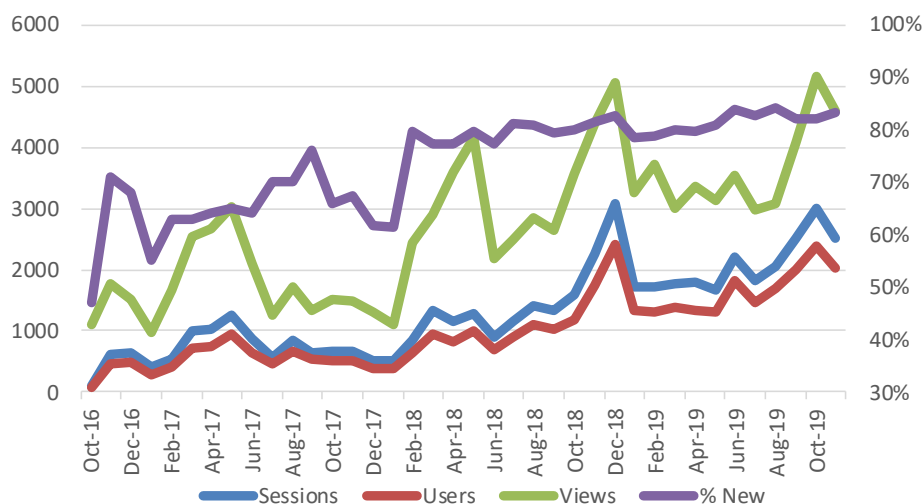
Traffic on our website keeps increasing – over the last 12 months web traffic more than doubled. Traffic from Spanish-speaking countries in particular has grown very rapidly, to the point that Colombia is now second. Please make sure to spread the word, we want our website to be a source of useful information 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 250 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 send any relevant information to submissions@iso55000.org.

Certifications per Sector

- Electrical Utilities
- Water & Waste
- Facilities Management
- Infrastructure (incl. Roads)
- Engineering & Construction
- Transportation & Transit
- Ports & Airports
- Government (incl. Health)
- Gas Utilities
- Manufacturing & Processing
- Oil & Gas
- Mining
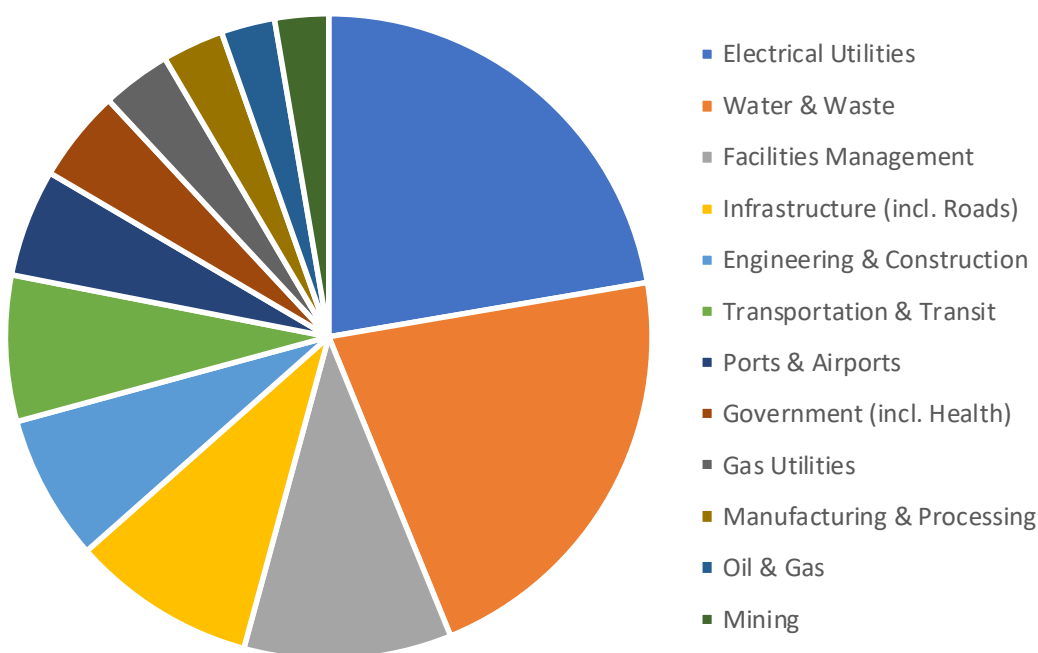
Certifications per Country/Region

- Netherlands
- UK
- Rest of Europe
- The Americas
- Japan
- China & HK
- Rest of Asia
- ME & Africa
- Australia & NZ