

Palm Beach County Water Utilities
Department (PBCWUD)

Asset Management Improvement Program

Asset Management RACI

(Responsible, Accountable, Consult & Inform)

(30 June 2022, version 2)



How has top management ensured that the responsibilities and authorities for relevant roles are assigned and communicated within the organization?

Definition of roles and responsibilities

Hierarchy

Organogram – organisational structure

Asset Management RACI

(Responsible, Accountable, Consult and Inform)

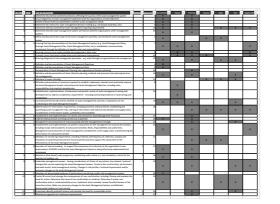
Business process maps and standard operating procedures

Role profiles and job descriptions

Development of the Asset Management Improvement Programme



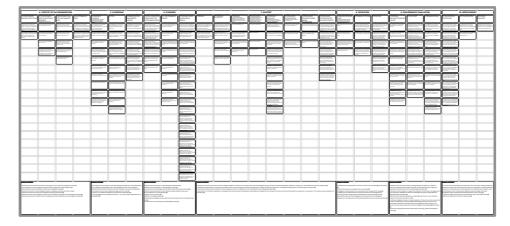


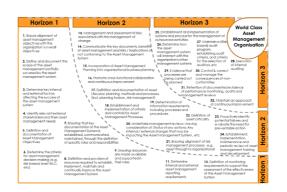


Activities Mapped to Developmental Horizons & Sequenced

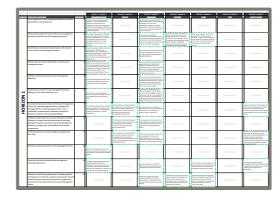


<u>Mapping of Requirements</u> <u>& Improvement Actions</u>









Detailed Roadmap







World Class Asset

Management

Organisation

Horizon 1

- 1. Ensure alignment of asset management objectives with the organization's overall objectives
- 2. Define and document the scope of the asset management portfolio covered by the asset management system
- 3. Determine key internal and external factors affecting the success of the asset management system
- 4. Identify relevant external stakeholders and their asset management needs

7. Ensuring that key

responsibilities

documentation of the Asset

established, communicated,

definition of specific roles and

8. Definition and provision of

resources required to

establish, implement,

improve the Asset Management System

maintain and continually

Management System is

maintained, through the

- 5. Definition and documentation of Asset Management Objectives
- 6. Determine the criteria for asset management decisionmaking (e.g. risk-based, least WLC, etc)

- Horizon 2
- 13. Management and assessment of risks associated with the management of change
- 14. Communicate the key documents, benefits of asset management and risks / implications of not conforming to the Asset Management System
 - 15. Incorporation of Asset Management Planning into organizational business planning
 - processes are being 16. Promote cross-functional collaboration and continuous carried out as planned non-conformities improvement
 - 17. Definition and documentation of Asset Lifecycle planning, methods and processes (incl. planning horizon, risk management)
 - 18. Establishment and implementation of criteria and controls for Asset Management Processes
 - 20. Undertake management reviews having consideration of: be impacting the Asset Management System, etc.
 - 9. Ensuring resources are made available and supported in their roles
- 10. Definition and documentation of Asset Management Plans

Horizon 3

- 25. Establishment and implementation of systems and process for the management of outsourced activities
- 26. Determine how the asset management system will interact with the organization's other management systems

29. Evidence that

- 27. Maintain a (Riskbased) audit program, establishing audit criteria, and criteria for the selection of auditors, etc.
 - 28. Execution of internal
- auditing 30. Control & correct and manage the consequences of
- 31. Retention of documented evidence of performance monitoring, audits and management reviews
 - **32.** Maintain an approach of continuous improvement

23. Proactively identify

potential failures and

evaluate the need for

24. Establishment.

implementation, maintenance

and periodic review of asset

management training and

preventable action

- 22. Definition of asset criticality
- Status of any actions; Any internal / external changes that may

19. Determination of Information

requirements, including processes

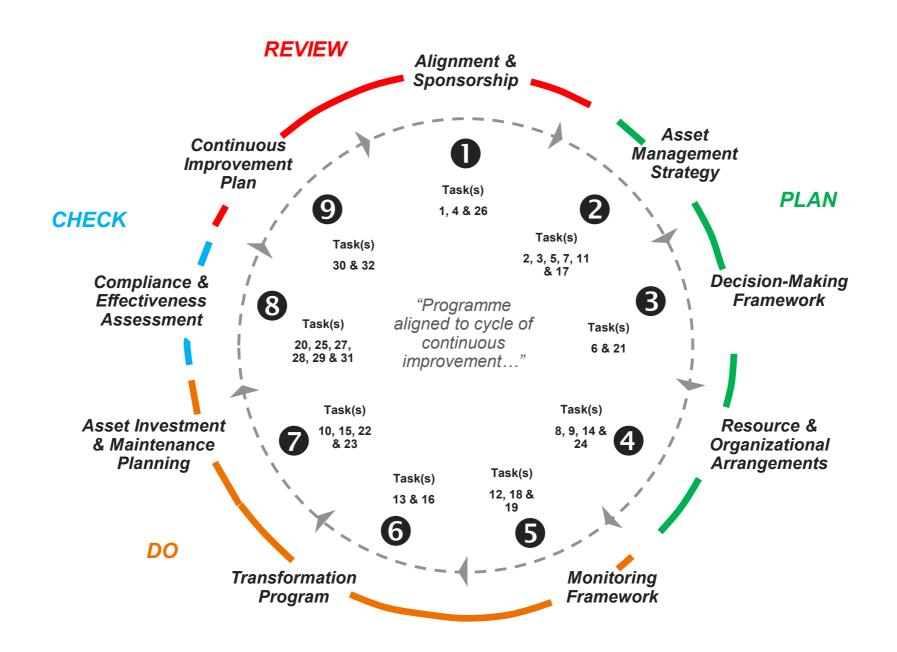
and procedures

- 21. Ensuring alignment of risk management processes - e.g. asset through to organizational
- 11. Determine internal and external asset management reporting requirements
- 12. Definition of monitoring requirements to support the assessment of the effectiveness of the Asset Management System

development

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Horizon



Purpose of the Asset Management RACI

People (and their roles) who need to play active part in supporting the Asset Management System (and areas of best practice) should be identified

[PEO1.2.1]

Create an organizational RACI specific to the operation of the asset management system and delivery of asset management objectives

[PEO1.3.2]

Execute internal stakeholder communication and management strategy

[PEO1.6.1]

Maintain evidence that resource planning and organizational arrangements consider the needs of the asset management system (e.g. annual resource plans, development of organizational structures, alignment to best practice subject areas)

Enablers

<u>Strategy</u>	Process	 <u>Alignment</u>	<u>People &</u> <u>Leadership</u>	<u>Results &</u> <u>Learning</u>								
Organisational challenges												
 Lacking decision-making / strategy frameworks Initiatives get set up, but seem to get lost, lack pace or focus Too many initiatives or projects in-flight – managers are overwhelmed 	• Supporting processes are inefficient and delivery sapping	 People lack the big picture view Directorate priorities drive a culture of siloed working Accountabilities are fuzzy and there is a sense everyone has to be consulted about everything 	Leadership and management is inconsistent and highly variable Heroic efforts are rewarded over consistent and strong performance Mediocrity is accepted, compromising standards	 Lots of data, but lack insights from it to inform decision-making Lack of transparency and trust in data Work predominantly reactive rather than proactive – lacking a plan-do-review approach 								
1	Ideal	state being sou	ght									
Visibility of priorities throughout the organisation	Calm and focused Build resiliency	• Improved collaboration	Intelligent and informed decision-making	Think in new ways, backed by data driven approaches								
Everyone is clear how they can contribute Create clearer accountabilities		Better connections Trust and respect	Authentic leaders, effective managers and supportive followers	Be curious Play to our strengths								
 Need to anticipate the future 	 Create a stable platform to do business 		• Trust and transparency	and address our weaknesses								

Organizational Arrangements

The following (functional) groups have been used as the departments allocated with roles and responsibilities in the RACI

Maintenance

Operations

Engineering

Customer Service & Contact Centre

Procurement & Supply Chain

Human Resources Environment,
Health & Safety
& Laboratory
Services

Public Relations

Finance

Asset Management Best Practice

Institute of Asset Management - 6 Subject Groups, covering 39 Subject Areas

Group 1 – Strategy & Planning

- 1. Asset Management Policy
- Asset Management Strategy & Objectives
- 3. Demand Analysis
- 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 Realization
- 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 – Organization & People

- 26. Procurement & Supply Chain Management
- 27. Asset Management Leadership
- 28. Organizational Structure
- 29. Organizational 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

The RACI is aligned to each of the asset management groups and subjects identified above

Group 1 – Strategy & Planning (Example)

Functional Roles Mapped to Best Practice Asset Management

#	Subject / Element	Maintenance	Operations	Engineering	Customer Service & Contact Centre	Procurement & Supply Chain	Human Resources	Environment , Health & Safety & Laboratory Services	Public Relations	Finance
1	Asset Management Policy This comprises the principles and mandated requirements, providing a framework for the development and implementation of the Asset Management Strategy and the setting of asset management objectives.	A Accountable R Responsible	Consult	Consult	Inform	Consult	Consult	Inform	Inform	Consult
2	Asset Management Strategy & Objectives The strategy describes the long-term approach to the management of physical assets, specifies how organizational objectives are to be converted into asset management objectives, the approach for developing asset management plan(s), etc	A Accountable R Responsible	Consult	Consult	Consult	Inform	Consult	Consult	Consult	Consult
3	Demand Analysis The analysis of future demand for the product or services being offered and the requirements this demand will place on the asset portfolio	Responsible	Responsible	A Accountable	C	Inform	R Responsible	R Responsible	Inform	Consult
4	Strategic Planning Includes: how the organization is to address the outputs of demand analysis; the processes for determining long-term renewal, enhancement and maintenance work volumes; and the associated risks and costs to meet the asset management objectives. Asset management strategic planning is usually undertaken as part of overall organizational strategic planning process.	R Responsible	Consult	Responsible Accountable R Responsible	I	Consult	Consult	Consult	Inform	Consult
5	Asset Management Planning The activities to develop the asset management plan(s) that specify the detailed activities, resources and responsibilities, timescales and risks for the achievement of asset management objectives. Asset management planning follows on from the strategic planning process	Responsible	Consult	A Accountable R Responsible	Inform	Inform	Consult	Consult	Inform	Consult

Group 1 – Strategy & Planning, RACI Notes (1 of 2)

1. Asset Management Policy

- This comprises the principles and mandated requirements, providing a framework for the development and implementation of the Asset Management Strategy and the setting of asset management objectives.
- Maintenance are accountable and responsible for maintaining the organizations Asset Management Policy (PBCWUD have already established and maintain a published Asset Management Policy, which is reviewed and/or updated annually)
- Given the content, Operations, Engineering, Procurement & Supply Chain, Human Resources and Finance will needed to be consulted during the review process to ensure the policy is relevant and represents the will of the organization
- The policy needs to be communicated across the organization, hence Customer Service & Contact Centre, Environment Health & Safety & Laboratory Services and Public Relations need to informed by communicating the Asset Management Policy to all

2. Asset Management Strategy & Objectives

- The strategy describes the long-term approach to the management of physical assets, specifies how organizational objectives are to be converted into asset management objectives, the approach for developing asset management plan(s), etc
- Maintenance are accountable and responsible for taking the lead in developing the organization's Asset Management Strategy (SAMP) and Asset Management Objectives
- This will involve consultation with particular functions critical to the development of these, namely: Operations; Engineering; Customer Service & Contact Centre; Environment, Health & Safety & Laboratory Services, Human Resources; Public Relations and Finance

 Procurement & Supply Chain will need to be informed, in terms of bought-in services and supply chain partners that may be needed to support delivery of the Asset Management Strategy and Objectives defined

3. Demand Analysis

- This comprises of the analysis of future demand for the product or services being offered by the organization and the requirements this demand will place on the asset portfolio
- In the context of PBCWUD, demand analysis will involve growth studies, coupled with technical and feasibility studies to assess capacity of plant and infrastructure to meet these future needs. It is assumed will be lead by Engineering, making them Accountable and Responsible for this element. Demand Analysis is typically undertaken as part of long-term master planning for the region
- Other departments will be responsible for similar assessments associated with the delivery of own functions to meet future needs. These include: Maintenance; Operations; Human Resources; and Environment, Health & Safety & Laboratory Services
- Other functions that will need to be consulted include Customer Service & Contact Centre and Finance, once Demand Analysis activities have been completed.
- Procurement & Supply Chain and Public Relations should be informed of the results from Demand Analysis.

The process of agreeing the AM RACI

Review Draft RACI

- Review Organizational Arrangements as described – i.e. does this adequately represent the functions and departments?
- Review proposed RACI roles for each of the 39 asset management best practice subject areas
- Make necessary amendments
- Gain approval for consultation

Consult with Stakeholders

- With each function / department, run through the RACI, focusing on their roles and responsibilities and seek consensus in how they support management best practice across the 39 subject areas
- Consider identifying named roles and individuals, who will be the nominated representatives of each function / department, to be incorporated into the final RACI to be published
- Where conflicts are identified, seek to moderate and amend the RACI model to reflect these

Finalize RACI

- Review with Top
 Management to revise /
 amend RACI as necessary
- Seek approval from Top Management to publish on SharePoint / intranet
- Publish, maintain and continue to communicate and refer to the RACI

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