



*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

1 ISO 55000 Standard

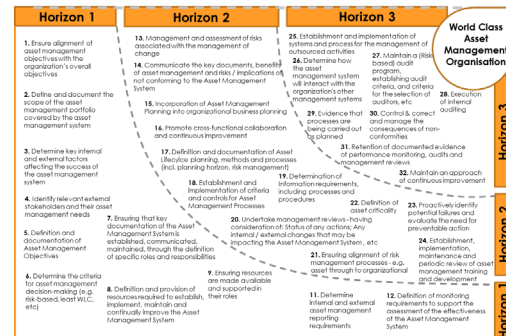


- 4. Context of the Organization
- 5. Leadership
- 6. Planning
- 7. Support
- 8. Operation
- 9. Performance Evaluation
- 10. Improvement

2 Mapping of Requirements & Improvement Actions

Activities Mapped to Developmental Horizons & Sequenced

3

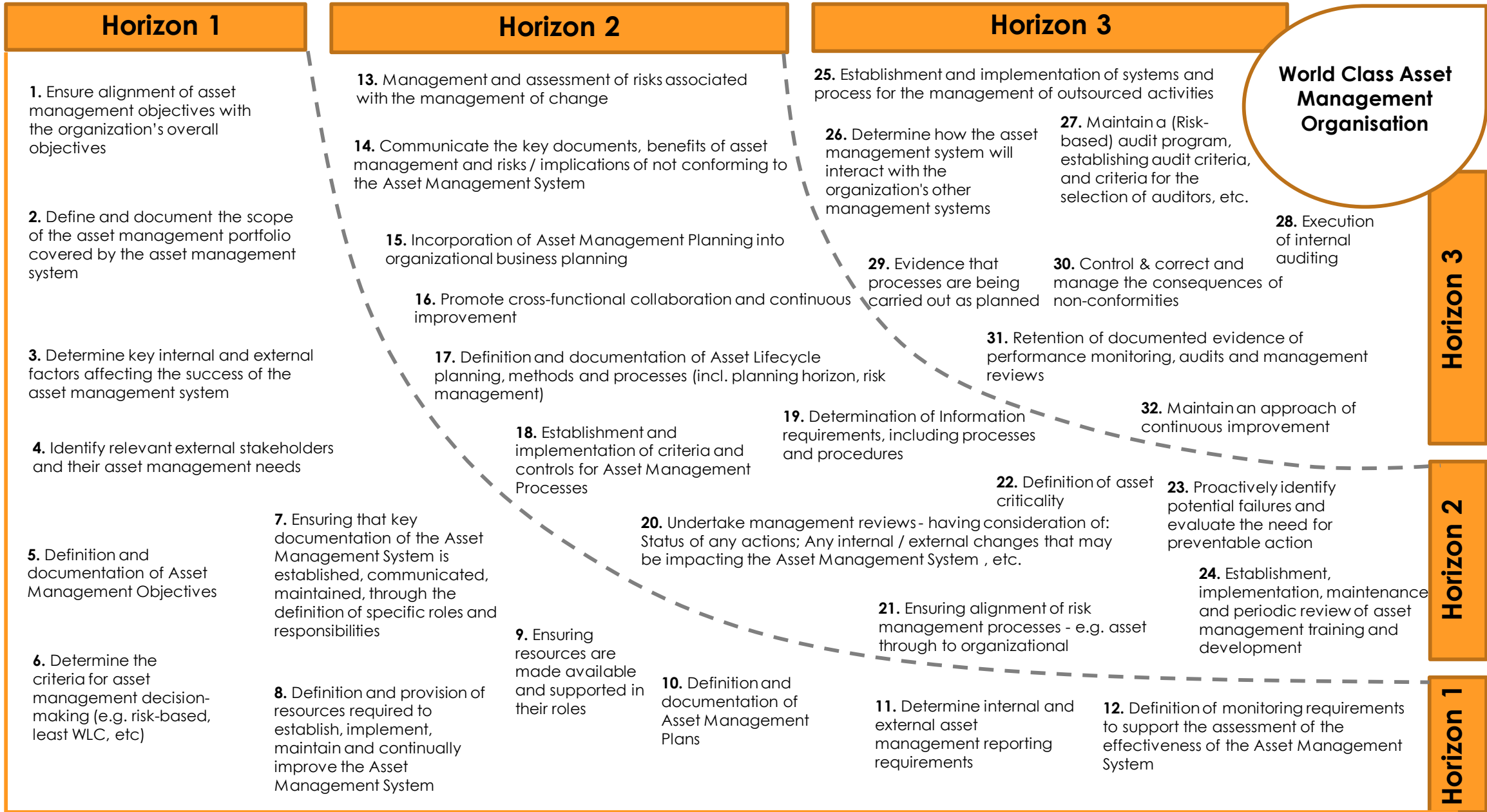


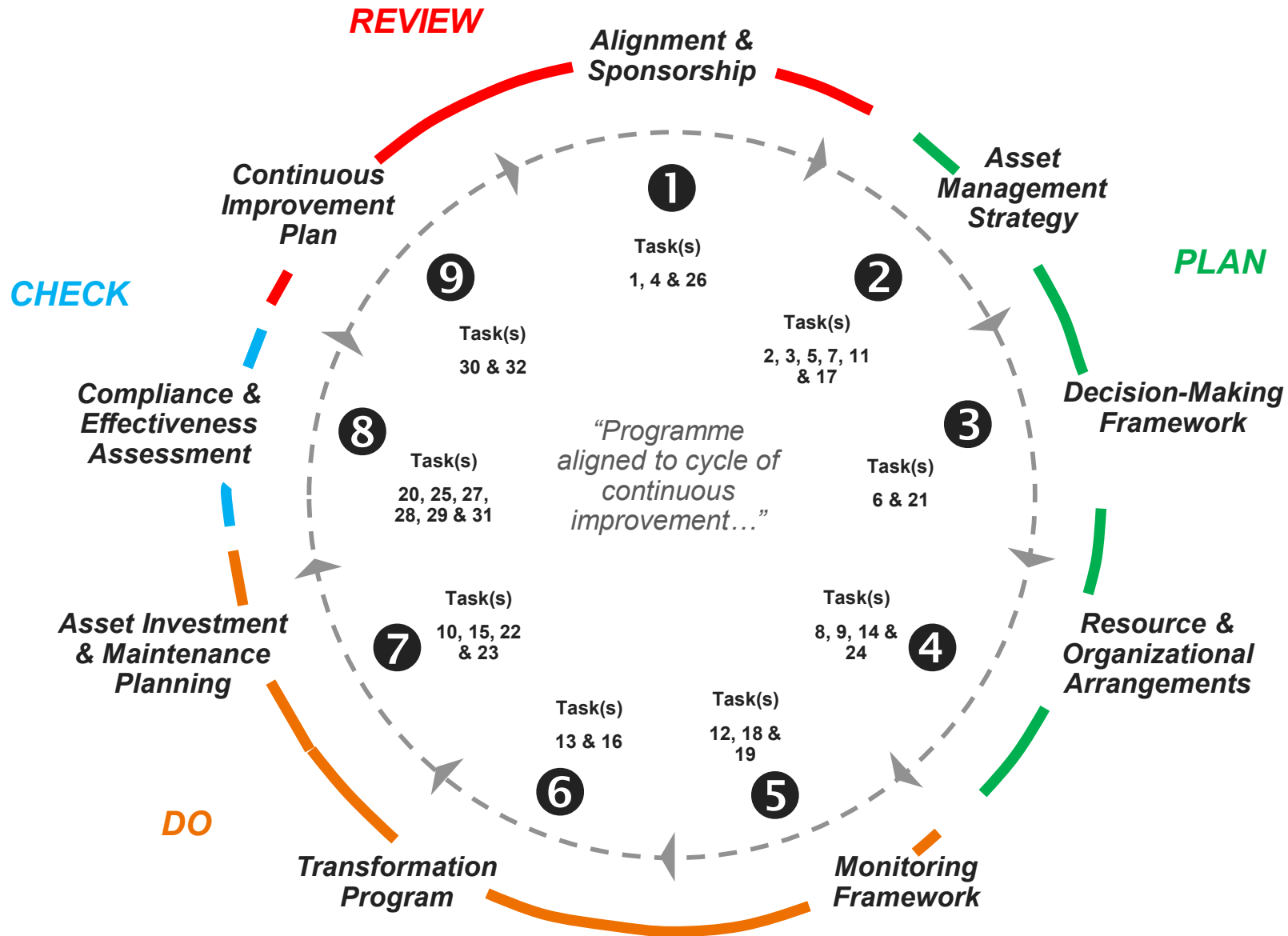
High-Level Roadmap

4

Detailed Roadmap

5





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> | <u>Process</u> | <u>Alignment</u> | <u>People & Leadership</u> | <u>Results & Learning</u> |
|--|--|--|---|--|
| Organisational challenges... | | | | |
| <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Supporting processes are inefficient and delivery sapping | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Leadership and management is inconsistent and highly variable • Heroic efforts are rewarded over consistent and strong performance • Mediocrity is accepted, compromising standards | <ul style="list-style-type: none"> • 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 |
| Ideal state being sought... | | | | |
| <ul style="list-style-type: none"> • <i>Visibility of priorities throughout the organisation</i> • Everyone is clear how they can contribute • <i>Need to anticipate the future</i> | <ul style="list-style-type: none"> • <i>Calm and focused</i> • <i>Build resiliency</i> • Create clearer accountabilities • <i>Create a stable platform to do business</i> | <ul style="list-style-type: none"> • Improved collaboration • Better connections • Trust and respect | <ul style="list-style-type: none"> • <i>Intelligent and informed decision-making</i> • Authentic leaders, effective managers and supportive followers • Trust and transparency | <ul style="list-style-type: none"> • <i>Think in new ways, backed by data driven approaches</i> • <i>Be curious...</i> • <i>Play to our strengths and address our weaknesses</i> |

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
2. Asset Management Strategy & Objectives
3. Demand Analysis
4. 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 <i>Accountable</i> | C <i>Consult</i> | C <i>Consult</i> | I <i>Inform</i> | C <i>Consult</i> | C <i>Consult</i> | I <i>Inform</i> | I <i>Inform</i> | C <i>Consult</i> |
| | | R <i>Responsible</i> | | | | | | | | |
| 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 <i>Accountable</i> | C <i>Consult</i> | C <i>Consult</i> | C <i>Consult</i> | I <i>Inform</i> | C <i>Consult</i> | C <i>Consult</i> | C <i>Consult</i> | C <i>Consult</i> |
| | | R <i>Responsible</i> | | | | | | | | |
| 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 | R <i>Responsible</i> | R <i>Responsible</i> | A <i>Accountable</i> | C <i>Consult</i> | I <i>Inform</i> | R <i>Responsible</i> | R <i>Responsible</i> | I <i>Inform</i> | C <i>Consult</i> |
| | | | | R <i>Responsible</i> | | | | | | |
| 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 <i>Responsible</i> | C <i>Consult</i> | A <i>Accountable</i> | I <i>Inform</i> | C <i>Consult</i> | C <i>Consult</i> | C <i>Consult</i> | I <i>Inform</i> | C <i>Consult</i> |
| | | | | R <i>Responsible</i> | | | | | | |
| 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 | R <i>Responsible</i> | C <i>Consult</i> | A <i>Accountable</i> | I <i>Inform</i> | I <i>Inform</i> | C <i>Consult</i> | C <i>Consult</i> | I <i>Inform</i> | C <i>Consult</i> |
| | | | | R <i>Responsible</i> | | | | | | |

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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