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IAM Knowledge Development Plan 2026

2026	
IAM Patrons: Top Tips for Achieving Asset Management Excellence	This top tips sheet summarizes the IAM Patrons workshop discussion that took place in Sep 2024. It is designed to provide useful input on the topic, not definitive guidance.
Infrastructure Gap	The IAM Patrons discussion in May 2025 will feed into this document
IAM Patrons: Top Tips for Driving an Asset Management Culture	This top tips sheet summarizes the IAM Patrons workshop discussion that took place in Mar 2025. It is designed to provide useful input on the topic, not definitive guidance.
Case Study and Examples Library	A collection of case studies and examples from across the IAM including those from SSGs, award entries, conference papers and Assets articles.
Mega Trends 2026	The paper sets out how asset management can contribute to the opportunities and resolve the global challenges we all face. We will use this information to direct our technical work and improve our services to the communities we support.
Value Framework including 6 Capitals Examples and Insights	Collate and consolidate value framework examples and insights.
Asset Management Value and Benefits	This will consolidate asset management value and benefits to provide a resource for asset management professionals
Pathway to Excellence	This Maturity Scale and Guidance: The Pathway to Excellence in Asset Management will be updated reflecting the updated ISO550xx documents, GFMAM Asset Management Landscape, IAM Anatomy and Self Assessment Methodology 2025
Cross-Boundary Integration	Resources to support better understanding of cross-sector outcomes
Digital Use Cases	Four new digital one-page overviews are designed to help asset management practitioners understand the steps they need to take to digitally transform their approach.
Project Assessment Guide	The guide will be presented as 4-module slide deck for project assessment supporting climate related actions
SSG - Asset Creation & Acquisition	Asset Creation and Acquisition encompasses activities during the planning, acquisition, design, supply, change management, manufacturing, installation, and commissioning of assets and related systems as well as the transition through the stages of the asset life cycle
SSG - Sustainable Development	The holistic, interdisciplinary, collaborative method, including processes, used to ensure an enduring, balanced approach to economic activity, environmental responsibility, social governance, and progress to ensure all activities are sustainable over multiple timeframes while supporting the organization's purpose.
SSG - Asset Management Data and Information Systems	Asset Management Data & Information Systems support Asset Management activities and decision-making processes in accordance with the Asset Information Strategy and in support of all Asset Management processes in the GFMAM Asset Management Landscape.
SSG - Asset Management Leadership	Asset Management leadership is required to promote a whole Life Asset Management approach to delivering Organizational Strategic Plans and Asset Management objectives.

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SSG - Competence Management	The processes used by an organization to define, develop, and maintain an adequate supply of competent and motivated people who understand how to perform the activities needed to achieve its Asset Management objectives. This should include arrangements for managing competence from the boardroom to the workplace.
SSG - Monitoring	Monitoring is a dynamic process that relies on the effective use of data and metrics (financial and non-financial) to continuously evaluate the value realization of assets and their management throughout their life cycle. The core of this monitoring process is data-driven analysis that enables decision- makers to make informed choices about asset utilization, investment, and optimization. By having a clear understanding of the value realized by assets, organizations can fine-tune their strategies, leading to an improvement in asset performance and overall effectiveness.
SSG - Asset Management Assurance and Audit	An organization's structured processes for assuring and auditing the effectiveness of its assets, Asset Management and Asset Management system to ensure organizational and Asset Management objectives are being achieved and its assets fulfil their required purpose.
SSG - AM Strategy and Objectives, and AM Planning	The Asset Management Strategy is contained in the Strategic Asset Management Plan (SAMP). It translates organizational objectives into Asset Management objectives, defines the organization's Asset Management system and the approach to Asset Management and the organization's assets, and describes the strategies and actions to deliver on Asset Management objectives. The activities involved in developing the relevant Asset Management planning artifacts that support strategic planning activities such as the Strategic Asset Management Plan. Asset Management planning specifies the detailed activities and resources, responsibilities, time horizon, and risks for the achievement of Asset Management objectives.
SSG - Asset Repurposing & Disposal	Asset Repurposing or Disposal involves the processes used by an organization to decommission, retire, repurpose, reclaim, and dispose of assets. This could be due to deterioration, technology improvements, obsolescence, or changes in performance, legal, regulatory and/or capacity requirements.
SSG - Continuous Improvement	Continuous Improvement is an ongoing process of analyzing performance, identifying opportunities, and making incremental changes to increase the value generated by assets.
SSG - Decision Making	Decisions are choices made under conditions of uncertainty, complexity, and constraint. Decisions are the primary means of allocating and reallocating the organization's finite resources consistent with its value framework to achieve its strategic objectives. Investment decision-making comprises the policy, principles and criteria, decision-support techniques, information, and processes to address risks or opportunities. The development of alternatives and the selection of priority solutions across the full life cycle to deliver value to stakeholders.
SSG - Integrated Reliability	The reliability of an asset or system is its ability to perform and operate as intended for its projected life cycle, in a specific environment or under certain conditions. Integrated Reliability is a holistic collection of policies, principles, processes, and systems used to deliver, monitor, and improve reliability, Asset Management and life cycle delivery activities towards a system or asset. It is an approach that applies engineering principles and techniques to identify and mitigate potential failure modes, minimize downtime, and optimize performance throughout the whole life cycle.
SSG - Knowledge Management	Knowledge management in Asset Management refers to the dynamic process of identifying, capturing, organizing, and retaining knowledge, transforming tacit knowledge into explicit knowledge through socialization, externalization, combination, and internalization.
SSG - Organizational Change Management	Organizational change management is a structured approach for managing the people side of change. It supports individuals through changes to Asset

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	Management processes, technology, organizational alignment, and culture, with planning, implementation, communication, and sustainment of change to achieve the desired outcome.
SSG - Organizational Purpose and Context	The processes and activities used to design, implement, and sustain an approach to Asset Management should be aligned with the organization's purpose. This includes activities associated with defining the scope and boundaries of Asset Management and the organizational objectives that Asset Management needs to deliver and contribute to. These activities may make use of value from financial and non-financial assets.
SSG - Outcomes and Impacts	Outcomes and impacts processes that assess the extent to which the implementation of Asset Management activities achieve Asset Management objectives. They also assess to what extent the Asset Management objectives contribute to the achievement of the organizational objectives to meet stakeholder needs and expectations. Review of outcomes and their impact being delivered against the organizational and Asset Management objectives is also an aspect of outcomes and impacts. This enables adjustments to be made to objectives by an organization to ensure that the desired outcomes and impacts are achieved.
SSG - Shutdown & Outage Strategy & Planning	An organization's processes for the identification, planning, scheduling, execution, and control of work related to shutdowns, turnarounds, or outages (STOs). Definitions vary across industries and organizations but generally involve lengthy planned production stoppages or reduction in operations to perform maintenance in the case of shutdowns, and refurbishment, refitting, rebuild, or upgrading in the case of turnarounds. Outages are generally unplanned interruptions of shorter duration due to factors such as power supply interruptions or equipment failures. An STO event is measured as the period commencing from safe system shut down, hand-over for maintenance, isolation, performing the required work, system hand back to operations, to safe system start-up and restoration of required service levels. In some industries, this may also require certification before hand-back to operation, and recalibration to a larger system or network.
SSG - Supply Chain Management	Supply Chain Management is the process used by an organization to ensure the provisioning of all equipment, tools, and resources to perform Asset Management activities are aligned with the Asset Management objectives.
SSG - Resource Strategy and Management	Determining the strategies, management of activities and processes to be undertaken by an organization to engage people (internal and external), acquire and use assets (e.g., tools, equipment), materials and services to deliver its Asset Management Objectives and Asset Management Plans.
SSG – Asset Management Data and Information Strategy, Standards and Management	The strategic approach to the definition, collection, management, disposal, analysis, reporting and overall governance of Asset Management data and information necessary to support the implementation of an organization's Asset Management strategy and objectives. The specification of a consistent structure and format for the acquisition, maintenance and use of data and information required to support an organization's activities, including defining and reporting on its purpose, value to the organization, and its quality to ensure it is always fit for purpose. The processes required for the management and governance of all Asset Management data and information.
SSG – Asset Management System	A set of interrelated or interacting elements within an organization to establish, update, and sustain Asset Management, Asset Management policies, Asset Management objectives and processes to achieve those objectives. The processes and measures used by an organization to assess the on-going fitness and performance of its Asset Management System, including continuous improvement initiatives. The Asset Management System should recognize and integrate with other formal management systems.
SSG – Asset Management Policy	The Asset Management Policy formalizes the organization's commitment to Asset Management, aligns its Asset Management principles with the organization's strategic vision, mission, strategic goals, and objectives.

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	Further it provides a directional framework for all stakeholders in the development and implementation of the Asset Management strategic plan and the establishment of Asset Management objectives.
SSG – Organizational Arrangements	Describes how an organization is arranged to facilitate an effective Asset Management culture and to acknowledge how Asset Management roles and responsibilities contribute to the achievement of Asset Management objectives.
SSG – Risk	The management of uncertainties on Asset Management objectives through policies and processes for identifying, quantifying, mitigating risk and exploiting opportunities associated with existing and future organizational and Asset Management objectives.
SSG – Organizational Culture	Culture as it pertains to an organization is how its people think and behave in response to the organization's vision, mission, values as well as the documented and undocumented rules, including social norms. Culture as it pertains to an organization's Asset Management system is the processes that people follow to achieve Asset Management objectives.
SSG – Demand Analysis	Demand analysis consists of knowing and understanding the variables that make up the requirements of interested parties and the economic, social, and environmental scenarios where the organization operates, to establish a forecast for Asset Management that generates value for the organization. Demand analysis consists of the processes that an organization uses to evaluate, analyze, and influence demands and to perform the evaluation and analysis of the capability of assets to meet demand.
SSG – Configuration Management	A management process for establishing and maintaining consistency of an asset's physical and functional attributes with its design and operational information throughout its life cycle. Configuration management provides knowledge of the current configuration of an asset and the relationship between that asset and the information relevant to its function within a system.
SSG – Contingency Planning and Resilience	Contingency planning refers to the policies, plans, processes, and systems established by an organization to respond and recover from a hazard event, crisis, or disaster. This includes ensuring continuity of critical organizational functions, services, and assets during the crisis, as well as resumption of normal operations thereafter. Contingency planning is informed by the outcomes of both conventional risk management processes and resilience analysis. Resilience analysis is a risk-based process that assesses the ability of organizations and assets to withstand disruption and disturbance, deal with crisis, adapt to changing conditions and to prosper in the longer term. There are two equally important dimensions of resilience. Asset resilience refers to the ability of the asset or physical system to perform to an acceptable level during an event. Organizational resilience refers to the ability of an organization to plan, manage, respond, and recover from an event to achieve the desired resilient outcomes.

2025	
IAM Patrons: Top Tips for Selling Asset Management to Senior Leadership and Making It Stick	This top tips sheet summarizes the IAM Patrons workshop discussion that took place in May 2024. It is designed to provide useful input on the topic, not definitive guidance.
Assessment Tools and Methodologies for Climate Resilience Across Sectors	This paper provides a high-level compendium of resources to support asset management professionals in integrating climate resilience into their practices to ensure operational continuity and long-term performance. This paper focuses on the transportation, gas, and marine sectors, but the guidance can be adapted and applied in other sectors.
Resilience Good Practice Guide	The Good Practice Guide for Improving Resilience is designed to help asset management professionals uncover the value and key issues associated with embedding resilience into their organizations. It provides a practical framework for assessing and managing risks, integrating resilience into asset management processes, and leveraging resilience as a driver for performance, sustainability, and competitive advantage. This guide offers actionable strategies for protecting operations and maintaining long-term organizational value, and serves as a resource for decision-makers, asset managers, and stakeholders to build resilience tailored to their organizational needs.
Self Assessment Methodology 2025	The self-assessment methodology + enables organizations to measure themselves against the requirements of ISO55001 and the subjects defined in the GFMAM Asset Management landscape and described in the IAM Anatomy. This review will update the methodology for the new ISO55001, Landscape and Anatomy
SSG - Incident Management and Response	Incident Management and Response is a structured approach for addressing incidents in a systematic manner, guided by the severity, risk or criticality of the incident. This a comprehensive approach that encompasses the entire incident life cycle, encompassing the stages of incident identification, escalation, reporting, response, investigation, remediation, and data gathering. This framework may draw upon pre-established contingency plans and resilience analysis documents. Its primary objectives are to safeguard the well-being of individuals, both on-site and in the broader community, ensure an effective response to protect the environment, to preserve assets, and to uphold the reputation of the organization.