

Asset Management Capability Set

Capability Framework
NSW Public Sector

Publication and contact details

Asset Management Capability Set

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Further information

This publication can be accessed online at:

www.psc.nsw.gov.au/workforcemanagement/capability-framework/occupation-specific-capability-sets

Resource and information relating to the Capability Framework and other occupation-specific capability sets are also available.

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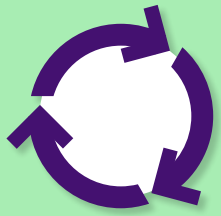
Acknowledgements

The content of this Capability Set was co-designed with Infrastructure for NSW in collaboration with asset management and human resources practitioners from across the NSW public sector.

The Public Service Commission would like to acknowledge all contributors involved in the development of this Capability Set.

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Introduction



NSW Public Sector Capability Framework and the Asset Management Capability Set

To understand the role of Occupation Specific-Capability Sets, including this Asset Management Capability Set, refer to the [NSW Government Capability Framework](#).



The Asset Management Capability Set at a glance

Capability

Asset
Management
Strategy
and Planning

Asset
Management
Processes
and Practices

Asset
Management
Information
and Data

Definition

Align asset management policy, strategy and planning to deliver government objectives.

Manage and integrate asset lifecycle activities by balancing cost, risk and performance to meet government objectives.

Produce asset information and data that supports decision-making and continual improvement.

How to read the Asset Management Capability Set

Capability name and descriptor

The name of the capability and a description of what it covers

Asset Management Strategy and Planning

Align asset management policy, strategy and planning to deliver government objectives.

Levels

Each level reflects a progressive increase in complexity and skill



Level 1

Articulate the organisation's asset management policy and how it enables delivery of government objectives

Maintain components of the organisation's asset management framework

Assist with the production of components of the strategic asset management plan and asset management plans



Level 2

Apply the organisation's asset management policy to enable delivery of government objectives

Implement components of the organisation's asset management framework

Produce components of the strategic asset management plan and asset management plans

Analyse and test asset and non-asset strategies that address service demand



Level 3

Implement the organisation's asset management policy and evaluate its effectiveness in delivering government objectives

Develop and evaluate components of the organisation's asset management framework and integrate it with other frameworks and systems

Coordinate the production of the strategic asset management plan and asset management plans

Implement asset and non-asset strategies that address and manage service demand

Evaluate investment options based on government objectives and areas of greatest service need



Level 4

Design the organisation's asset management policy to enable delivery of government objectives

Design the organisation's asset management framework and related governance to enable delivery of government objectives

Direct the production of the strategic asset management plan and asset management plans

Generate asset and non-asset strategies that address and manage service demand, and champion their implementation across the organisation

Determine the priority of investment options based on government objectives and areas of greatest service need

Behavioural indicators

A set of statements illustrating the type of behaviours expected at each level

About the Asset Management Capability Set

What is asset management?

Asset management is the coordinated activity of an organisation to realise value from assets, present and future.

The term assets means all non-financial assets, including, but not limited to, land and buildings, plant and equipment, infrastructure systems, leased assets, works in progress, culture and heritage collections, ICT systems and digital services.

Asset management practitioners realise value from assets by balancing cost, risk and performance to achieve organisational objectives. For further information about the activities required to balance cost, risk and performance for assets, refer to the International Standard ISO 55001: Asset Management – Management systems – Requirements.

Asset management is the coordinated activity of an organisation to realise value from assets, present and future.

The role of the Asset Management Capability Set

The Asset Management Capability Set is intended to be used in conjunction with the Capability Framework to support the full range of workforce management and development activities for asset management, including role design and description; recruitment; performance development; learning and development; and strategic workforce planning.

The Capability Framework describes the capabilities and behaviours expected of NSW public sector employees. The Asset Management Capability Set is comprised of three capabilities typical for roles within the asset management profession that are beyond those described in the Capability Framework.

When used together, and in addition to any specific qualifications or certifications that may be necessary, the Capability Framework and the Asset Management Capability Set provide a description of the capabilities required for successful performance in an asset management role.

For example, to provide advice on the most effective asset management strategies for an asset portfolio, a role may need highly developed capabilities in analysis (Capability Framework: Think and Solve problems) as well as ability to prepare asset management plans (Asset Management Capability Set: Asset Management Strategy and Planning).

Capability Levels

The three capabilities in the Asset Management Capability Set are described by behavioural indicators across four capability levels. Level 1 captures behavioural indicators of least complexity; Level 4 captures those with greatest complexity.

Within each level, the identified behavioural indicators are not exhaustive, nor is every indicator necessarily relevant to every role, but they provide an indicative list of the knowledge, skills and abilities expected at each level. When read collectively, the behavioural indicators provide a reasonable understanding of what a particular level of capability 'looks like'.

Asset Management Capability Set Levels and Capability Framework Levels

The Capability Framework has five levels, but these do not correspond directly with the four levels in the Asset Management Capability Set.

The behavioural indicators for Level 1 of the Asset Management Capability Set reflect more complex behaviours than those contained at the Foundational Level in the Capability Framework. This is because the nature of the work undertaken by asset management roles requires specialised knowledge, skills and abilities usually developed through tertiary or vocational education, training, and occupational experience.

Roles require a range of capabilities at varying levels. For this reason, the levels in the Asset Management Capability Set do not correspond directly to job classifications or grades.



Level 1



Level 2



Level 3



Level 4

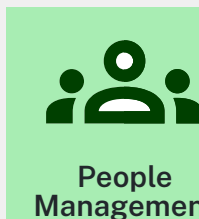
Applying the Asset Management Capability Set

Deciding if the Asset Management Capability Set is required

The Capability Framework describes a range of capabilities that would commonly be found in asset management role descriptions. These include:



- Business Enablers: **Procurement and Contract Management**
- Business Enablers: **Project Management**
- Business Enablers: **Finance**



- People Management: **Manage and Develop People**
- People Management: **Inspire Direction and Purpose**
- People Management: **Optimise Business Outcomes**
- People Management: **Manage Reform and Change**

Additional capabilities from the Asset Management Capability Set should only be used where the role requires occupation-specific asset management capabilities in addition to those in the Capability Framework.

Some helpful indicators that may assist in determining if a role requires occupation specific capabilities from the Asset Management Capability Set are:

- the work clearly requires specific asset management knowledge, skill and/or abilities
- asset management work occupies a large part of the role
- the job title is strongly associated with the profession, e.g. Asset Manager, Portfolio Manager; Asset Strategy and Planning Manager, or Reliability Engineer
- the 'Primary Purpose', 'Key Accountabilities' and 'Key Challenges' contained in the Role Description indicate a need for asset management capabilities for successful performance of the role.

Senior roles that are purely focussed on the planning and delivery stages of major infrastructure assets may require the capabilities outlined in the [Infrastructure & Construction Project Leader Capability Set](#).

Roles that are focussed on the management of digital assets may require supplementary skills taken from Skills Framework for the Information Age (SFIA), which is referenced by the Capability Framework.

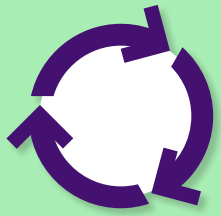
Deciding which asset management capabilities apply

The number of capabilities from the Asset Management Capability Set that apply to a role will depend on the breadth and nature of its accountabilities, but it is generally not expected that all three capabilities will apply, unless the role is a senior one.

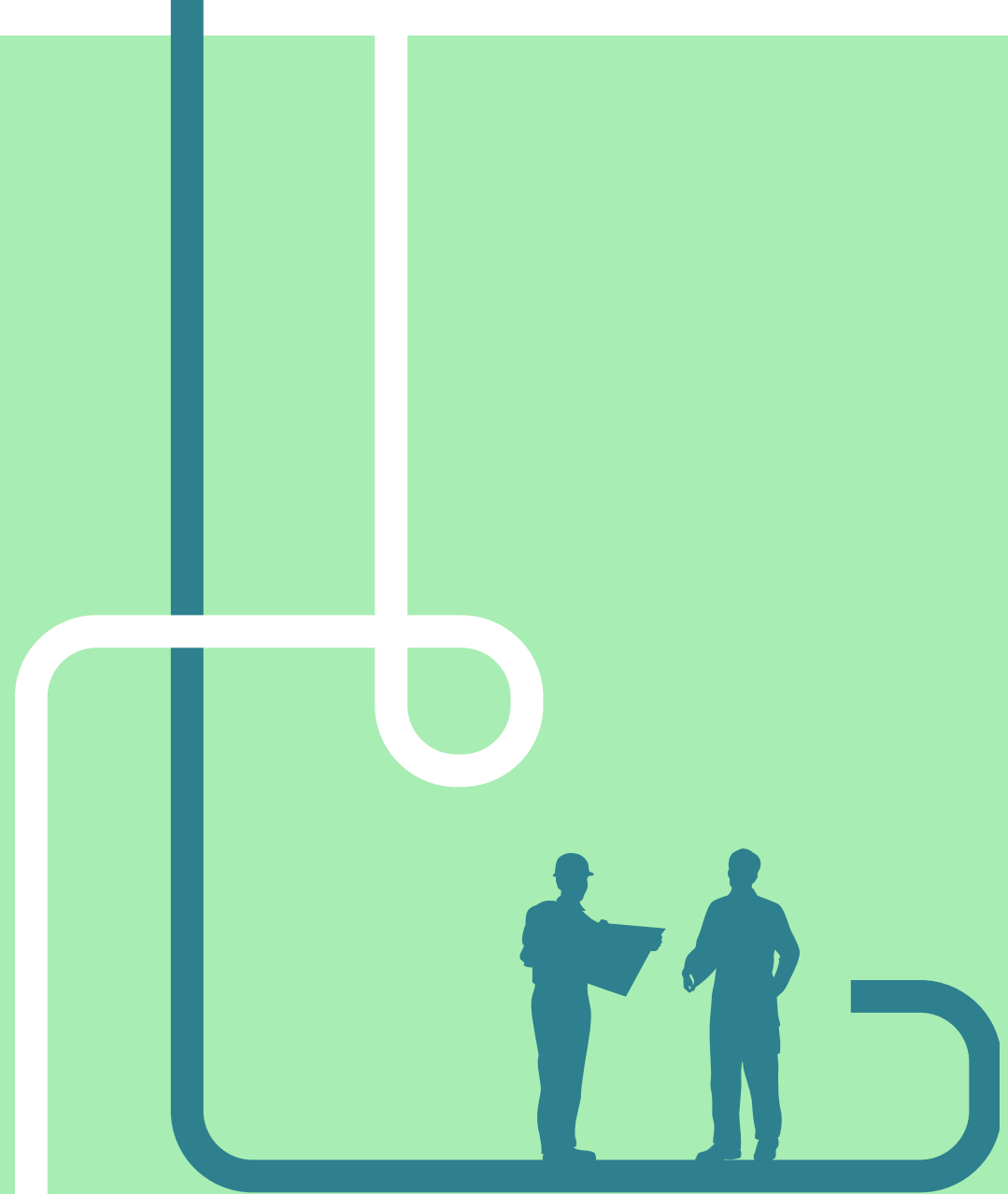
Qualifications and other role requirements

Existing asset management capability frameworks from industry bodies across the globe were used to inform the development of the Asset Management Capability Set.

It should be noted, however, that the Capability Framework and the Asset Management Capability Set do not specify a need for particular qualifications or professional certifications. It is up to the recruitment manager and agency to specify if any requisite qualification or professional certification is needed and include it in the role description.



The Asset Management Capabilities



Asset Management Strategy and Planning

Align asset management policy, strategy and planning to deliver government objectives.



Level 1

Articulate the organisation's asset management policy and how it enables delivery of government objectives

Maintain components of the organisation's asset management framework

Assist with the production of components of the strategic asset management plan and asset management plans



Level 2

Apply the organisation's asset management policy to enable delivery of government objectives

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Level 4

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Direct the production of the strategic asset management plan and asset management plans

Generate asset and non-asset strategies that address and manage service demand, and champion their implementation across the organisation

Determine the priority of investment options based on government objectives and areas of greatest service need

Asset Management Processes and Practices

Manage and integrate asset lifecycle activities by balancing cost, risk and performance to meet government objectives.



Level 1

Assist with the management of activities within a particular phase or phases of the asset lifecycle, for example asset planning, delivery/acquisition, decommissioning or divestment activities

Assist with delivery of activities in accordance with an operational or maintenance model for assets

Articulate the value of cost analysis that considers all stages of the asset lifecycle, including capital and recurrent costs

Assess assets against defined measures for cost, risk and performance



Level 2

Manage activities within a particular phase or phases of the asset lifecycle, for example asset planning, delivery/acquisition, decommissioning or divestment activities

Deliver activities in accordance with an operational or maintenance model for assets

Undertake cost analysis across the asset lifecycle, including capital and recurrent costs

Identify cost, risk and performance considerations resulting from assessment of the asset portfolio



Level 3

Evaluate and integrate management approaches to particular phases of the asset lifecycle, for example asset planning, delivery/acquisition, decommissioning or divestment activities

Implement operational and maintenance models for assets and evaluate them for effectiveness in delivering government objectives

Implement and continually improve cost analysis methods that consider costs across the asset lifecycle, including capital and recurrent costs

Manage cost, risk and performance considerations resulting from assessment of the asset portfolio, using defined decision-making criteria



Level 4

Establish and continually improve management approaches to all phases of the asset lifecycle

Devise operating and maintenance models for assets that support delivery of government objectives and obtain stakeholder support for their implementation

Establish and maintain organisational support for cost analysis methods that consider costs across the asset lifecycle, including capital and recurrent costs

Develop measures and decision-making criteria for managing cost, risk and performance considerations involving the asset portfolio

continued next page >

Asset Management Processes and Practices



Level 1

Articulate how the organisation's risk management framework is used to identify asset-related risk

Assist with delivery of continual improvement and organisational capability building initiatives in asset management

Assist with managing resources and services required to deliver the asset management plans



Level 2

Identify asset-related risk in alignment with the organisation's risk management framework

Identify and deliver continual improvement and organisational capability building initiatives in asset management

Manage resources and services required to deliver the asset management plans



Level 3

Evaluate and mitigate asset-related risk in alignment with the organisation's risk management framework

Maintain continual improvement and organisational capability building frameworks for asset management and monitor their effectiveness

Procure and manage resources and services required to deliver asset management plans



Level 4

Ensure asset-related risk is evaluated and mitigated at all levels of the organisation

Establish frameworks for continual improvement and organisational capability building in asset management

Evaluate resources and services for delivering the asset management plans and mitigate supply chain risks

Asset Management Information and Data

Produce asset information and data that supports decision-making and continual improvement.



Level 1

Articulate the role of asset information and data management in supporting decision-making and continual improvement

Maintain and collate asset information and data in accordance with the organisation's standards and processes

Use asset information technologies to carry out asset management processes

Participate in asset management knowledge sharing



Level 2

Implement asset information and data management strategies that support decision-making and continual improvement

Analyse and create insights from asset information and data in accordance with the organisation's standards and processes

Use and continually improve asset information technologies to carry out asset management processes

Maintain and improve asset management knowledge sharing frameworks and activities



Level 3

Evaluate and improve asset information and data management strategies that support decision-making and continual improvement

Develop the organisation's asset information and data standards and processes to improve the quality of analytics and insights

Appraise asset information technologies to ensure they are fit for purpose and integrate them with other systems and technologies

Design and implement asset management knowledge sharing frameworks and activities



Level 4

Derive asset information and data management strategies that support decision-making and continual improvement

Drive the adoption of information and data analytics to generate advanced insights and optimise decision making

Drive the adoption of technologies to create efficiencies in the management of asset information

Drive a culture of knowledge sharing in asset management



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