

AIM Network 2019 Asset Management Conference

Asset Management is not JUST about knowing your Assets

Kelsey Green & Bernadette O'Connor - WSP

Asset Management is not *just* about knowing your Assets



**HARD
WORK**

APPROVED



Outline

○ Background of Issue

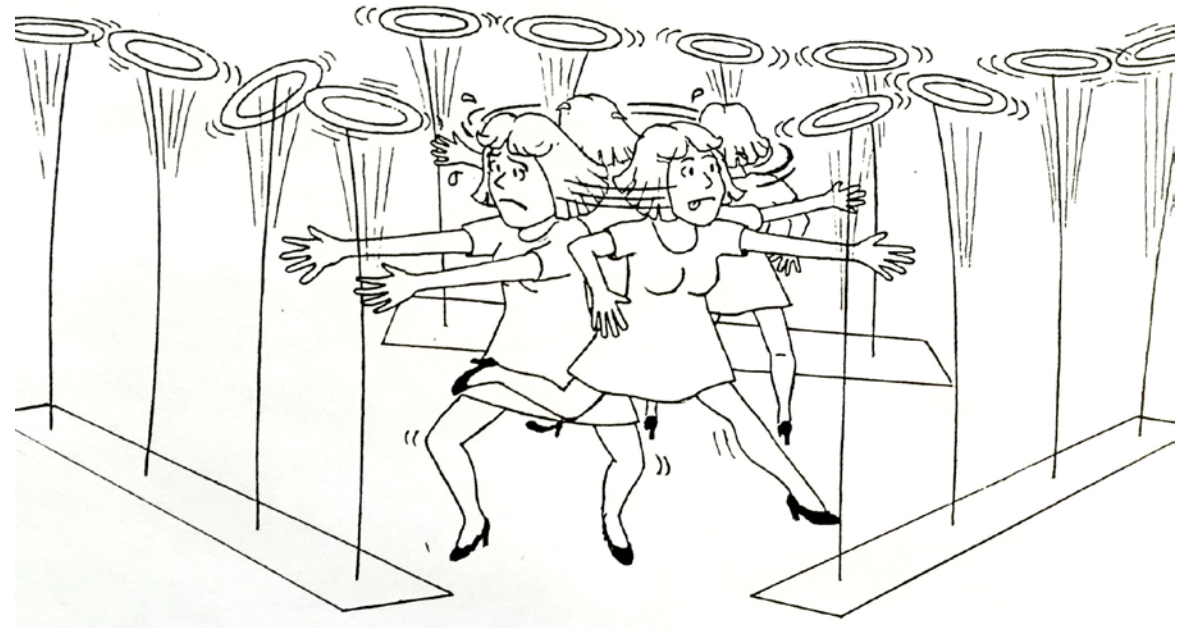
- Asset Management BC Framework
- Demand and Capacity

Methodology & Tool Development

- Process for development of tool
- Functionality of Tool – how it works
- How Manager uses/will use tool

Summary and next steps

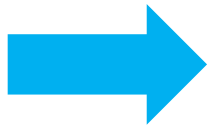
Questions



Asset Management BC Framework



Demand and Capacity



Fixing the Issue



Take action!
**An inch of movement will
bring you closer to your goals
than a mile of intention.**

Dr. Steve Maraboli

Process for Tool Development



Brainstorming

Ref	Task Category - L1	Task Category - Level 2	Task Category - Level 3	Task Type	Frequency	Days
2	Admin	General	Filing	Task	monthly	
3	Admin	General	Payroll Issues	NFL	monthly	
4	Admin	General	Timesheets	NFL	monthly	
5	Admin	General	DBA	NFL	monthly	
6	Admin	General	Locals	NFL	monthly	
7	Admin	General	Volunteer Mgmt	NFL	monthly	
8	Admin	General	Local Waste Advisory Group	NFL	monthly	
9	Admin	General	Business Operations	NFL	monthly	
10	Admin	General	Communication (Customers)	NFL	monthly	
11	Admin	General	CAF	NFL	monthly	
12	Admin	HR	Hiring	NFL	monthly	
13	Admin	HR	Other	NFL	monthly	
14	Admin	HR	Discipline	NFL	monthly	
15	Admin	HR	Service Releases	NFL	monthly	
16	Admin	Budgeting and Finance	Budget	NFL	monthly	
17	Admin	Budgeting and Finance	Budget Input	NFL	monthly	
18	Admin	Budgeting and Finance	Service Plan	NFL	monthly	
19	Admin	Budgeting and Finance	Equipment Replacement Func	NFL	monthly	
20	Admin	Budgeting and Finance	Insurance Valuation	NFL	monthly	
21	Admin	Budgeting and Finance	Equipment	NFL	monthly	
22	Admin	Meetings	Coordination	NFL	monthly	
23	Admin	Meetings	Design	NFL	monthly	
24	Admin	Meetings	Supervisors	NFL	monthly	
25	Admin	Meetings	Operational Safety	NFL	monthly	
26	Admin	Meetings	On an On	NFL	monthly	
27	Admin	Meetings	On an On	NFL	monthly	
28	Admin	Meetings	On an On	NFL	monthly	
29	Admin	Meetings	Division	NFL	monthly	
30	Admin	Meetings	Joint Meetings	NFL	monthly	

Build Prototype

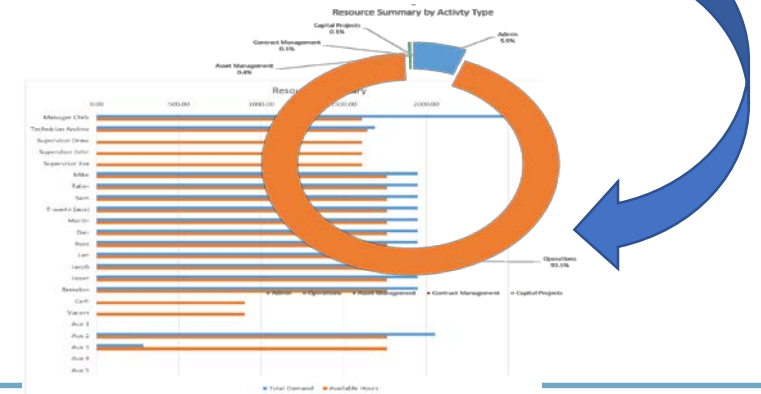


Pilot input data

	Manager Chris	Technician Andrea	Supervisor Drew	Supervisor John	Supervisor Joe	Mtba
1 Total Demand	2754.50	1689.50	0.00	0.00	0.00	1190.00
2 Available Hours	1876.00	1645.00	1610.00	1610.00	1610.00	1760.50
3 Variance (Hrs)	-878.50	-44.50	1610.00	1610.00	1610.00	569.50
4 Variance (\$/hr)	-25.19	-1.19	42.93	42.93	42.93	-5.00
5 Demand Cost	10.00					
6 Admin	1099.00	158.00	0.00	0.00	0.00	0.00
7 Operations	1124.00	1107.50	0.00	0.00	0.00	1100.00
8 Asset Management	24.00	24.00	0.00	0.00	0.00	0.00
9 Contract Management	22.50	0.00	0.00	0.00	0.00	0.00
10 Capital Projects	73.00	0.00	0.00	0.00	0.00	0.00
11 Check						
12						
13						
14 Resource Type	Manager	Technician	Supervisors	Operational - Full Oper	Part TI Auxiliary	
15 Total Demand	2754.5	1689.5	0	2140.0	0	2340
16 Available Hours	1610	1645	1610	1610	1610	1760.5
17 Variance (Hrs)	-1144.5	-44.5	1610	1610	1610	520
18 Variance (\$/hr)	-25.19	-1.19	42.93	42.93	42.93	-5.00
19 Demand FTE	1.59	1.03	0.00	13.17	0.00	3.32
20 Total Demand FTE	1.59	1.03	0.00	13.17	0.00	3.32
21 Available In-House FTE	1	1	1	1	1	1
22						
23						



Team Review



Report Results

Improve Tool

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Functionality of Tool

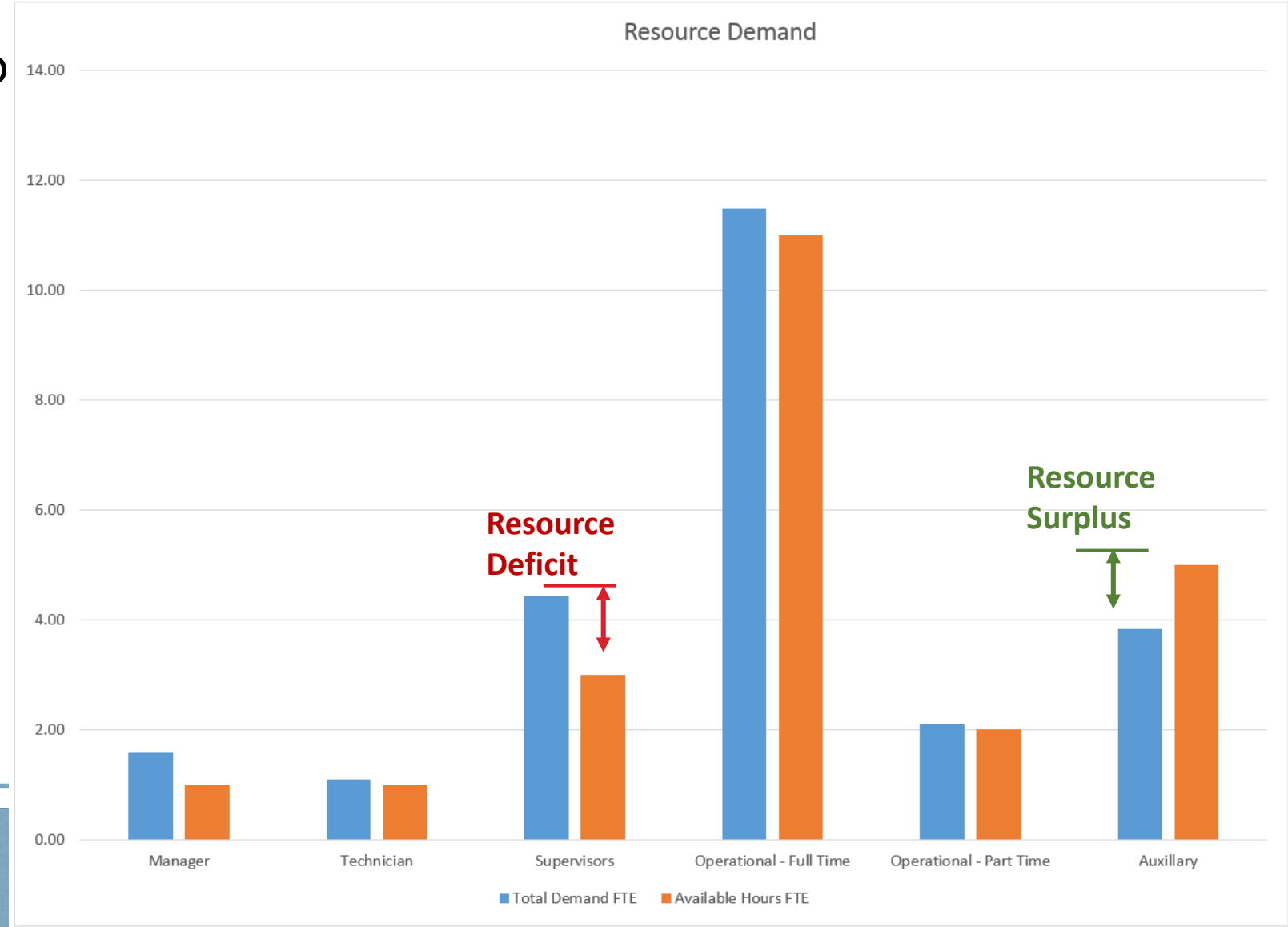
Inputs	
List of activities	Category, sub-category
Resource required for each activity	Resource, hours
Existing resources	People and available hours

Outputs	
Summary of Resource Demand	Number of people required vs number available for each resource group
Demand Profile for Business	Percent of hours spent on different categories of activity
Utilization Graph	Total hours required vs hours available for each resource
Demand Detail by Activity	Hours required for each resource and each activity category



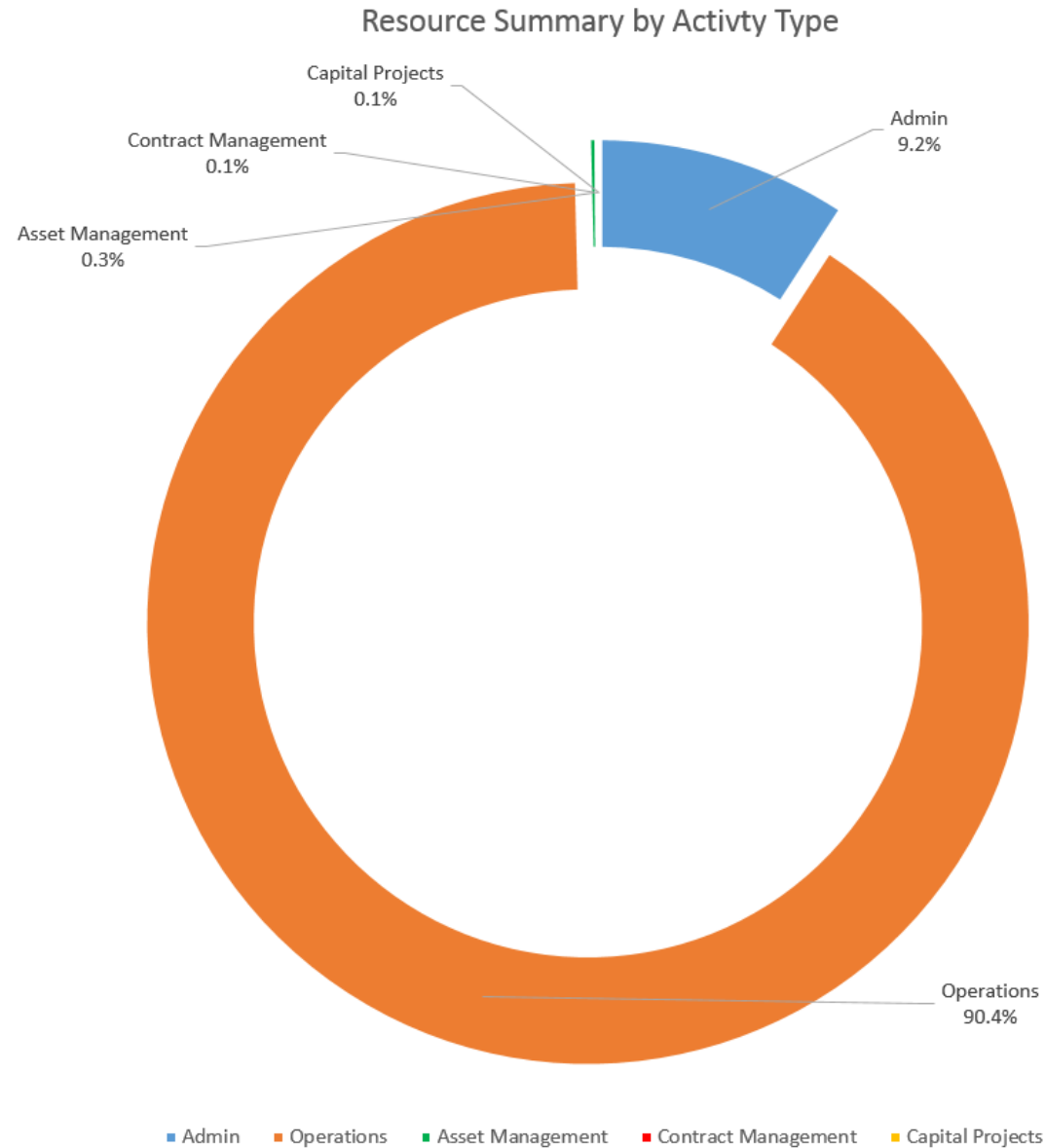
How is the Tool Used?

- Do we have Adequate Resources?



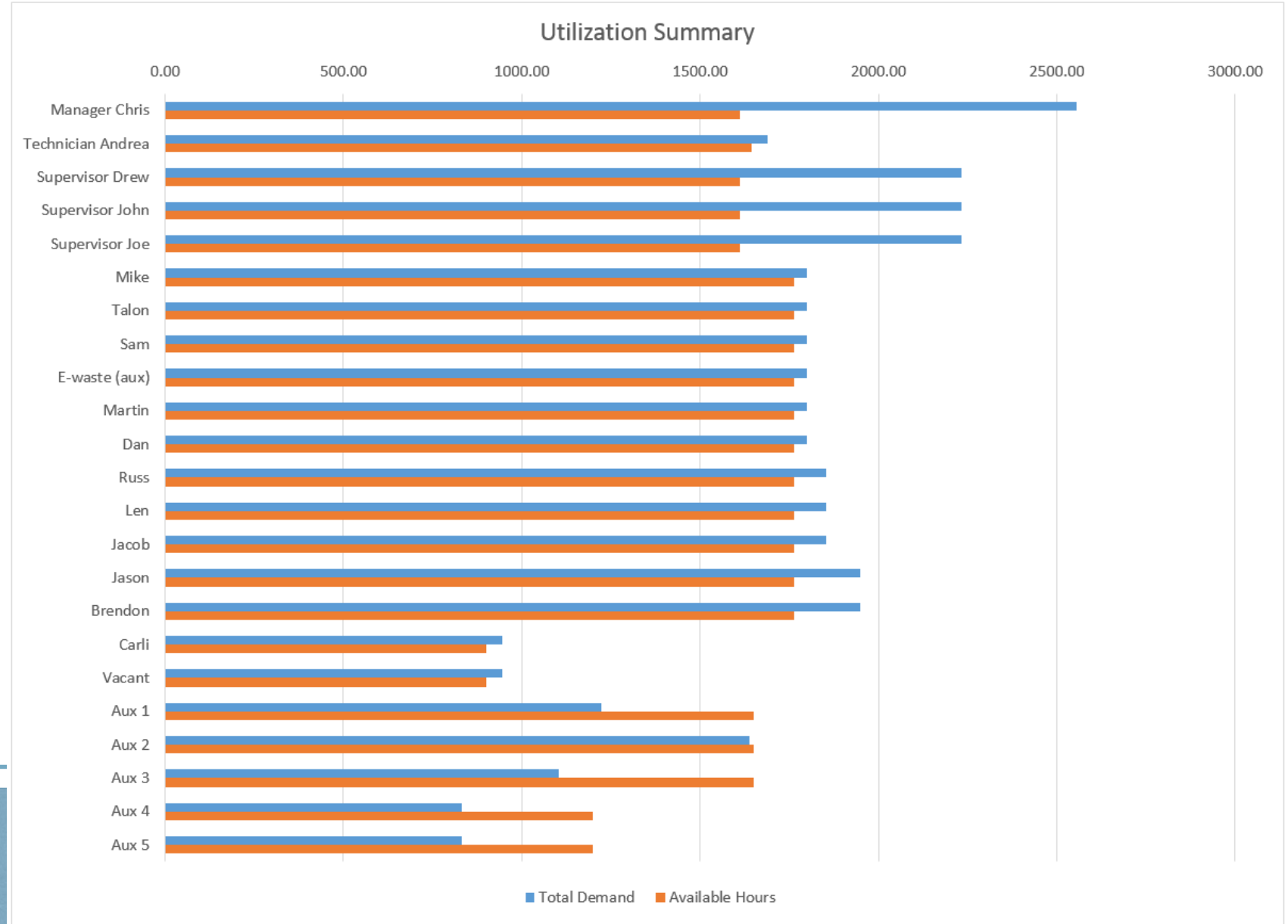
How is the Tool Used?

- Is time adequate time being spent on the right things?



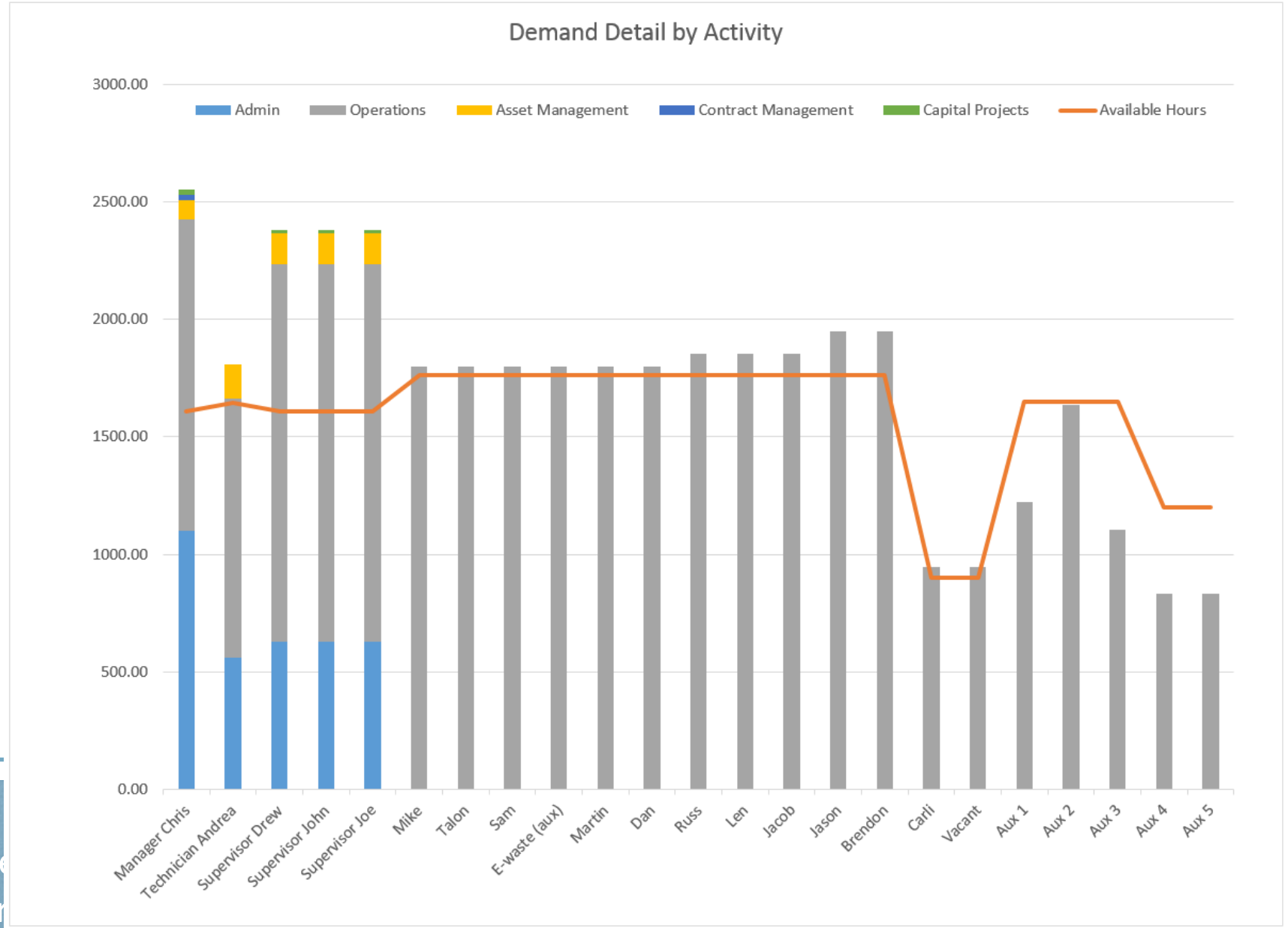
How is the tool used?

- Who is under utilized?
- Who is over utilized?



How is the tool us

- o Resources and tasks



Further Refinement

Inputs	
Resource qualifications/limitations	What type of activities is each resource qualified to do
Time records for resources	Tracking what actually happens each year - activities done and not done
Align process and people management with ISO standard	ISO 30409: Human resource management — Workforce planning

- Outputs were refined to align with corporate objectives.
- Outputs aligned to tell corporate reporting needs.



How the Tool will be used?

- I need more staff
 - Why? What will they do?
 - How will service be affected if we say no?
 - What is left undone because of insufficient resource?
- We want you to do something extra
 - Do we have capacity?
 - Will we need more staff and what will they do?
 - If there are no new staff what can we trade-off to get time for new activity and what impact will that have?
- Are existing staff fully utilized?
 - Here is what we are doing
 - Here are capacity and utilization summaries



Obstacles to Implementation

Challenges to be Overcome

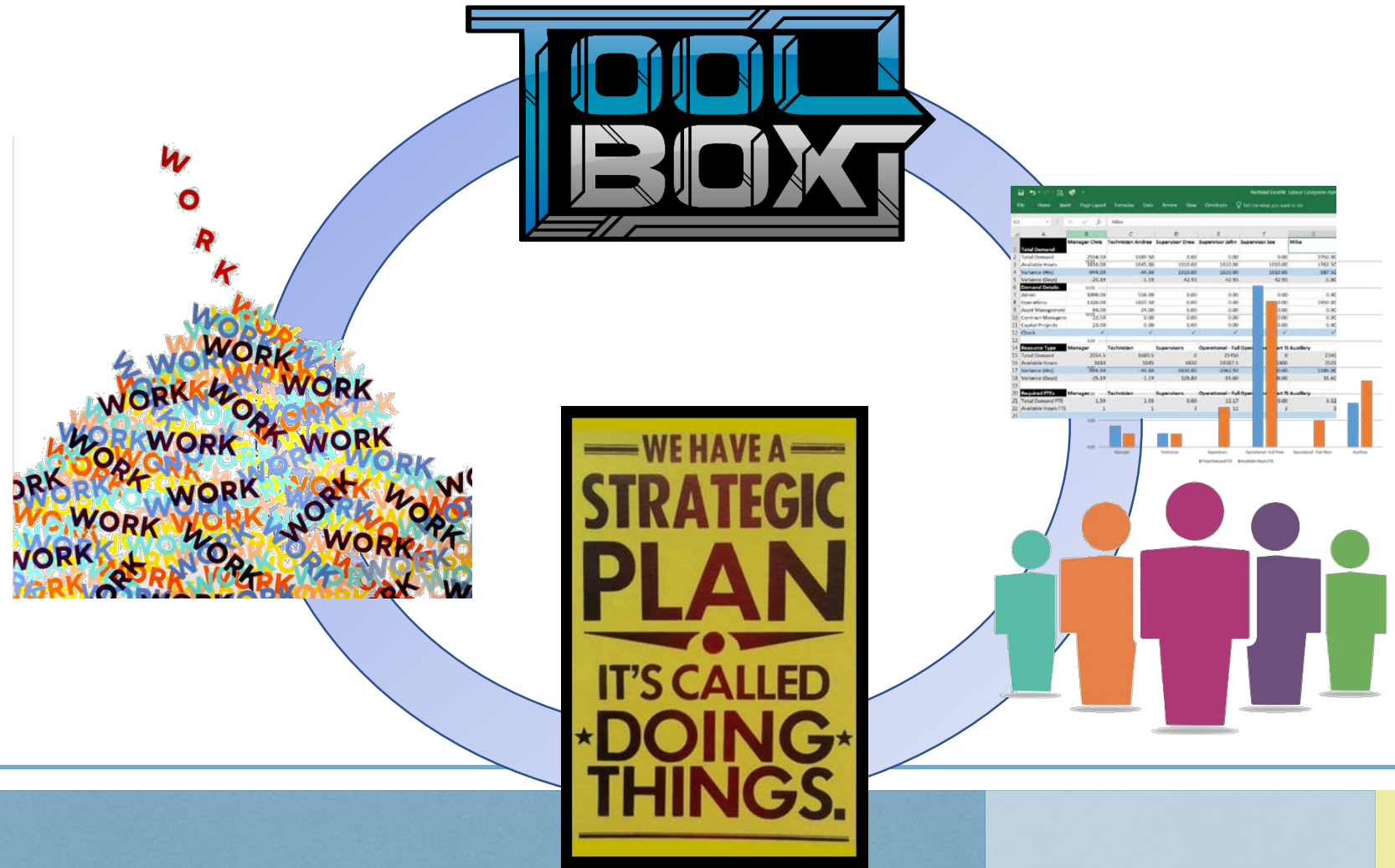
- Resistance to add staff
- Resistance to change
- No time, need extra resources to plan resource needs
- Justify the why; What is the benefit versus effort?
- Don't believe it will be acted upon

Proposed Way Forward

- Credible data
- Sufficient detail
- Complete pilot and present
- Maintain and use for internal planning
- Use to justify decisions and outcomes whenever opportunity arises



Key Outcomes



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Summary

***Planning is bringing the future
into the present so that you
can do something about it
NOW.***

Alan Lakein



Key Concepts

1. **Registry** - instead of an asset registry, it's an activity registry
2. **Hierarchy** - instead of an asset hierarchy, it's an activity hierarchy to provide a level of granularity
3. **Classifications** - instead of asset classifications, it'll be an activity classification standard



Moving Forward

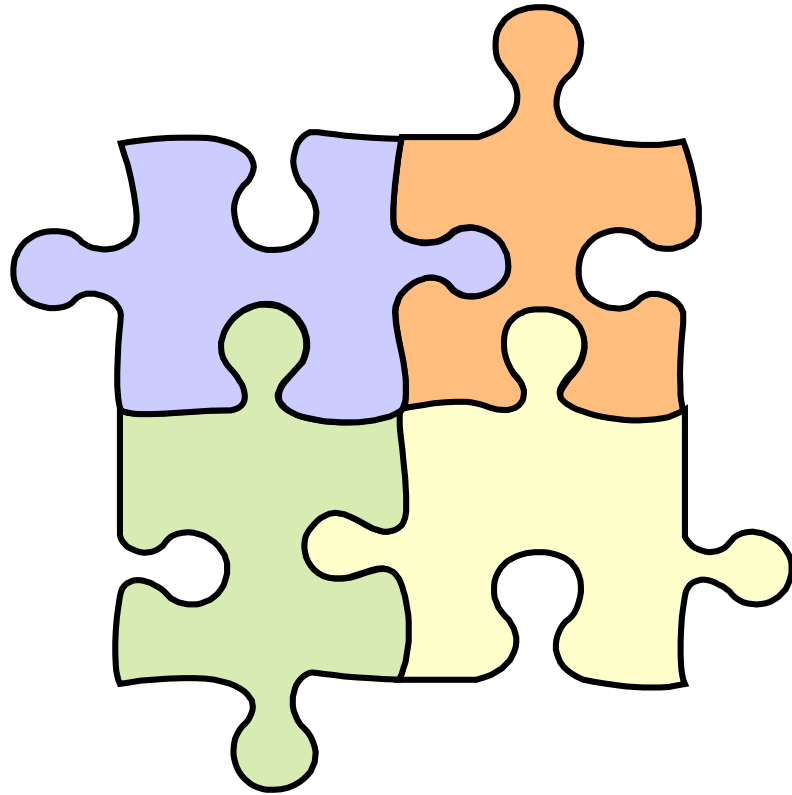
- Relationship between Service Delivery Demands & Workforce Capacity
- Framework for Consistency
- Business case element

“Sustainable Workforce to Service Delivery”



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Question?



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