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SINGAPORE STANDARD

**Asset management – Guidance on people
involvement and competence**



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National Foreword

This Singapore Standard was prepared by the Working Group on Asset Management (also known as the National Mirror Working Group on ISO/TC 251 – Asset Management) set up by the Technical Committee on Organisational Resilience under the purview of the Safety and Quality Standards Committee.

This standard is an identical adoption of ISO 55012:2024, “Asset management – Guidance on people involvement and competence” published by the International Organization for Standardization.

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International Standard

ISO 55012

Asset management — Guidance on people involvement and competence

*Gestion d'actifs — Document d'orientation sur l'implication et les
compétences des personnes*

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Foreword

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This document was prepared by Technical Committee ISO/TC 251, *Asset management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

0.1 General

The performance of an asset management system and its processes depend on the active involvement of competent people in the organization and their ongoing support and commitment to its operation and continual improvement. In addition, the identification, development and evaluation of the effective involvement of people (including outsourced resources) are critical for an organization's asset management system to achieve outcomes which are consistent and aligned with its strategies and values.

Overall, the involvement of people within an asset management system is enabled by activities and practices associated with leadership, planning, awareness, communication and competence.

0.2 Relationship to asset management system

The guidance given in this document is based on the requirements for an asset management system described in ISO 55001 and more generalized principles presented in ISO 55000. According to ISO 55001:2024, 4.1: "The organization shall determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended result(s) of its asset management system."

As people are a key component of an asset management system, the correlation between this document and ISO 55001 can facilitate the involvement of people and the development and management of their competence within the asset management system.

Within an asset management context, the need for the commitment of top management to support the asset management system is repeatedly and clearly outlined in ISO 55001. In particular, ISO 55001:2024, Clause 5, identifies requirements for specific actions by top management to demonstrate leadership for conformity to ISO 55001. For example, ISO 55001:2024, 5.1, highlights the responsibility of top management to demonstrate leadership and commitment with respect to the asset management system by:

- a) ensuring the establishment, use and alignment of asset management decision-making criteria with the organization's objectives;
- b) ensuring that the asset management policy, asset management system scope, strategic asset management plan (SAMP) and asset management objectives are established and are aligned and compatible with the strategic direction of the organization's objectives;
- c) approving the asset management policy, asset management system scope and SAMP;
- d) ensuring the integration of the asset management system requirements into the organization's business processes;
- e) ensuring that the resources needed for the asset management system are available;
- f) communicating the importance of effective asset management and of conforming to the asset management system requirements;
- g) ensuring that the asset management system achieves its intended result(s);
- h) directing, raising awareness of and supporting persons to contribute to the effectiveness of the asset management system;
- i) promoting continual improvement;
- j) supporting other relevant roles to demonstrate their leadership as it applies to their areas of responsibility.

If the vision and organizational strategies are not properly formulated and adjusted, the key leadership and management principles as defined in ISO 55000 are compromised, and the overall effectiveness of the asset management system is reduced.

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Additionally, ISO 55001:2024, 7.1 and 7.2, establish that the organization is required to ensure sufficient resources and to establish competence requirements and to ensure sufficient resources are available to support the asset management system (including personnel resources). This requires not only determining what types of expertise are required by personnel, but also developing plans around how people can acquire required expertise and demonstrate proficiency.

Moreover, ISO 55001:2024, 7.3, highlights that it is important that people working within an organization's asset management system be aware of the asset management policy and how they contribute to the system and the implications of not conforming to the requirements of the system. ISO 55001:2024, 7.4, states that the organization is responsible for establishing what information is communicated to internal and external stakeholders with regards to the asset management system. This suggests that effective communication is required to ensure people are adequately aware and informed of their roles and responsibilities. Finally, ISO 55001:2024, 7.5, stresses the importance of documented information, and the implication is that this documented information includes aspects leading to a person's awareness within the asset management system.

0.3 People involvement and competence

This document establishes guidance for enhancing the involvement of people within an asset management system, as well as developing their required competencies to participate appropriately in asset management activities. This includes the involvement and competence of top management and other organizational manager, as well as people responsible for executing strategies and plans. Additional key attributes include knowledge and awareness of activities to be completed, as well as the establishment of continual improvement and monitoring through personnel development.

If people involvement and competence are monitored, measured and analysed within the asset management system (including top management), it can produce results which enable top management to make decisions for improvement, thus leading to enhanced overall system performance.

[Annex A](#) provides additional information on aspects of people involvement within an asset management system.

Asset management — Guidance on people involvement and competence

1 Scope

This document gives guidance on enhancing the involvement and commitment of personnel within an asset management system to improve the overall efficiency of translation of asset management objectives into results. This involves an evaluation of human and cultural factors that influence:

- a) the effectiveness of adoption of operational requirements and policies established by the organization's strategic asset management plan (SAMP) across the organization;
- b) the degree of involvement that personnel have in the development and execution of asset management plans and strategies;
- c) the level of knowledge and awareness that personnel have of required activities established by asset management plans and strategies;
- d) the impact of competence on the ability of personnel to execute these activities;
- e) the process by which establishing development plans drives continual improvements in asset management system efficiency;
- f) the recognition of mutual dependencies in teams that contribute to organizational performance.

These elements apply to the leadership accountable for the overall functioning of the asset management system, as well as to personnel responsible for the development and execution of plans, strategies and activities.

This document is applicable to any organization, regardless of its type or size. Additionally, while asset management is not necessarily conducted within the construct of an asset management system, the principles within the guidance set out in this document can be more broadly applied regardless of the nature of asset management within an organization.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 55000, *Asset management — Vocabulary, overview and principles*