

## Raising the performance bar



### Gauging asset management improvement in a govt context

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## Conference theme: Clients driving innovation

- Building assets exist to support business ends
- Client / user most important stakeholder
- Need to get the big picture right
  - Innovation at strategic level
  - Define business & asset requirements
  - Determine areas of mismatch
  - Get big decisions right
- Otherwise innovative buildings to no avail!

## The storyline....

- Our role & relationship with govt stakeholders
- Need for asset management improvement
- 2002 survey - 'dip' in performance management
- How this was targeted - training, performance management model, SAMIS
- Revisit 2004 survey - some improvement, but barriers
- Attaining further improvement

## Our desired mission / role

"Work with agencies to achieve measurable asset management improvement across government"

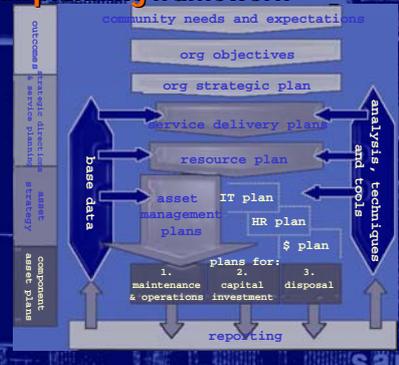
- Govt agency stakeholders own and manage assets
- We assist, guide, lead: via policy, advisory role
- SAM framework
- Need for cross govt overview, stronger leadership



## What is strategic asset management (SAM)?

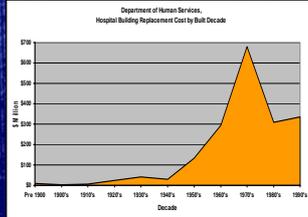
- An executive function
- Different from operational FM
- What are service demands/trends?
- Ability of assets to support these - positioning assets for current & future needs
- Overview portfolio
- Managing assets, measuring performance
- Well-informed decisions

## Integrated SAM planning framework



## Drivers for SAM: ageing public infrastructure

- Many assets date from boom period
- No longer suitable for new service needs - obsolete
- Age profile
- Technology
- Legislation



## Emerging asset management pressures

- Mismatch between changing business requirements & existing asset types
  - Changing demands eg from baby boom to greying of society
  - ageing, obsolete assets
  - Size of asset base
- Example: country hospitals
  - Previously operating, emergency, maternity
  - Change to primary health care, health service regions, & aged care
  - Need to reconfigure assets

## Improvement framework

- Aust Business Excellence Framework organisation, people, processes, systems
- ISO 9004: 2000

	Service demands	Info systems	Resources	Perform review	Planning	Acquis'n & disposal	Ops & maint
5							
4							
3							
2							
1							

## The methodology

- 2002 baseline assessment
- Compare with 2004 assessment

*Has stakeholder participation/training in SAMIS project & its performance management model led to SAM improvement?*

## 2002 self assessment



## Efforts to address the 'dip'

- SAMIS participation & SAM training
- Integrated policy framework
- Asset performance management model.....

## Performance management

"If you can't measure it, you can't manage it"

- measuring capability of assets to support changing service demands
- Criteria: capacity, suitability, condition, compliance
- which assets are performing well, which poorly?
- Analysing the performance gaps & risks
- Options to bridge gaps
- Asset management plans

## 2004 assessment & comparison



## Typical comments

- 'The organisation does not acknowledge importance of implementing the tools'
- 'Awareness & desire to implement tools although no action instigated yet'
- 'Powerful data generated provides well-informed view'
- 'Ability to provide clear cases for funding proposals'

## Discussion of findings: barriers

- Asset management at site level, not portfolio
- Operational, not strategic
- The costs of undertaking performance improvement v benefits
- Culture: did agencies possess the desire, commitment?

## Introducing performance management

### Benefits

- Assets better able to support service requirements
- Measurable improvement
- Identify hot spots
- Efficient allocation resources
- Manage risks



### Costs

- establishing requirements
- undertaking assessments - who by?
- degree of assessment
- intervention actions



## Attaining further SAM improvement

### Integrated approach

- Organisation
  - business drivers, structures, positions
- People
  - executive support
  - Strategic thinkers
  - training
- Processes
  - Policies
  - SAM processes
- Systems
  - SAMIS

