

North Cowichan Asset Management Readiness Scale (condensed)

Competant
Building competency
Future improvements

Competency	Level 1	Level 2	Level 3	Level 4	Level 5
Policy and Governance	Senior Management Support	Endorsed Asset Management Policy	AM Policy starting to guide actions	AM is performed in accordance with AM Policy and achieving AM policy objectives	AM objectives and practices are continually refined
	Short-term actions identified for AM progress	Strategy for an Asset Management program	Asset Management Roadmap for 3-5 years	We are achieving AM policy objectives	Document AM improvements
	Identified benefits AM delivers	Asset Management Roadmap for 1-3 years	Developed AM performance measures	Evolving AM roadmap	Monitor performances and make improvements
People and Leadership	Identified resources required for AM Team	Identified cross-functional AM Team	AM team is accountable to implementing AM program.	AM team is permanent	AM team guides and supports ongoing improvement
	Identified Asset Management Champion	Cross functional team guides AM Program	AM roles and responsibilities in job descriptions	Operationalized roles and responsibilities	AM team measures and monitors progress
	Acknowledgement of resources required	Documented mandate for 1-3 years	Council champions AM and have approved funding for AM activities	Council funds ongoing AM monitoring and enhancement	Changes to roles and responsibilities are documented
Data and Information	Some asset inventory, condition, and age information	Basic inventory data of critical assets	Standardized condition rating system for most asset groups and condition on critical assets	Expanded inventory data for some assets	Expanded inventory data for most assets
	Anecdotal information to measure performance	Centralized location for data	Consolidated basic inventory of all assets	Evaluated cycle investments required for critical assets	Evaluated life-cycle investment requirements for most assets
	Minimum financial information (historical cost)	Major capital renewal and O&M data for some assets	Defined level of service measurements for some service areas	Update data according to cycles defined in AM plans and strategy	Defined level of service for most service areas and improve how we collect level of service performance
			We have reviewed service levels and asset performance with Council	Defined level of service measurements for critical service areas	Understand the trade-off between investment and level of service and use this to optimize financial plans
Planning and Decision Making	Asset planning varies across the organization	Departments follow a similar but informal approach to planning	Structured AM approach but application is inconsistent	Prepare annual needs based capital and operating budgets including an annual assessment of risk and current needs	AM plans for all assets based on actual data and a consistent structured asset planning approach
	Approach to asset renewal focuses on reacting to basic needs	We have draft AM plans for some assets based on estimated data	AM plans for critical services based on estimated and actual data that include available information on risk and level of service	Update our long-term financial plan annually (10 years plus)	AM plans include needs forecasts and risk for most assets
	Evaluate priorities based on available information, staff experience and input from Council and management	Budgets based on historical vatus and new priorities	3 year capital plan that addresses short term issues and priorities	Employ a consistent and structured AM approach and AM plans balance short-term service with long term goals and risks	Prepare multi-year needs-based capital and operating budgets based on short and mid-term needs
	Budgets prepared based on historical values	Investment needs and priorities are a mix of structured and ad-hoc practices	Priorities set using criteria based on organizational goal and objectives	AM plans for most services based on actual data that have basic needs forecasting and risk management strategies	Adapt planning to align with evolving organizational needs
Contribution to Asset Management Practices	AM training approach is informal and driven by staff.	Staff or elected officials attend AM related events	Communicate the benefits of AM internally to staff and Council	Rely on the data from our AM program to explain decisions to the public	Pro-active, role-based training serves as support for career development and succession planning
	Some staff conduct target research seeking out basic information on AM concepts and techniques.	Council has opportunities to increase their understanding of AM concepts	Staff and Council are able to communicate the value of AM in their own words	Share information with our peers on our experience, innovations and lessons learned	AM knowledge flows freely throughout the organization and we are active in coaching others to improve the body of AM knowledge
	Aware of the need to mitigate the risk of losing information held in the minds of long-term staff.	Mitigate risk of losing information in the minds of long-term staff through improved record keeping	Provide staff with basic AM awareness training and some staff undergo advanced AM training	Council, management and staff receive role appropriate AM training and skill and training planning is in place for all positions	Leader on AM within the municipal sector
	Investigating AM-related organizations and resources	AM training is defined by management based on shor- term needs	Members of AM organizations and actively share our AM experiences	We are actively involved with AM organizations and present at AM events	Communicate benefits of AM to the public