

Asset Manager: 132104

Section Three: Work Experience Module Specifications

Occupational Purpose:

Physical asset managers optimize the performance and output potential of physical assets through systematic activities and practices throughout the life cycle of the asset within a risk framework to achieve strategic objectives.

Occupational Tasks:

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| 1. | Design and develop an asset management system | NQF 8 |
| 2. | Perform strategic and annual physical asset management planning | NQF 8 |
| 3. | Establish the asset management capability of an organization | NQF 7 |
| 4. | Implement and monitor the asset management system | NQF 7 |
| 5. | Report on operational and financial performance of physical assets | NQF 7 |
| 6. | Review and evaluate the effectiveness of the asset management system | NQF 8 |

(Note: Within the context of this qualification, reference to “system” should be interpreted in its context and could refer to either an organizational methodology or a physical IT or manual system.)

Occupational Task One:

Title of the Module:	Design and develop an asset management system
Purpose of the Module:	<p>Asset management organisational system designed and developed</p> <p>The focus of the learning in this module is on providing the learner an opportunity to develop, implement, review and maintain an asset management system and providing exposure to the development of an asset management policy as a set of principles and mandated requirements derived from and consistent with the organisational strategic plan, providing a framework for the development and implementation of the AM strategy and the setting of AM objectives</p> <p>The following aspects of the work process will contribute towards building the required competence:</p> <ul style="list-style-type: none"> • Establish specification and enterprise resource planning requirements; • Perform research and benchmarking of available options; • Policy formulation; • strategic Asset Management direction and leadership • identifying strategic requirements, demand analysis and forecasting, and strategy development
Level:	8
Credits:	16

Work activity	Scope of work activity:	Supporting Evidence of Performance
1. Design and develop an asset management system	<ol style="list-style-type: none"> 1. Draft the (system) specifications of the organizational methodology based on the approved strategic plan (annually for 2 consecutive years) 2. Research options on what is available in the market which suits the system specifications (<i>once</i>) 3. Benchmark the current system annually against best practices and entity policy and procedures 4. Describe the asset management system by drafting the organizational methodology and implementation manual; once; 5. Submit the system for approval and change management planning as required; 	<ul style="list-style-type: none"> • Specification sheet • Research data • Configuration report • Benchmark matrix
2. Develop and implement policies and procedures as part of the organizational system	<ol style="list-style-type: none"> 1. Research all legislative and statutory requirements as well as operational and procedural references annually. 2. Perform process mapping of all processes and determine roles and responsibilities linked to the business plan (organizational goals and production and operation plans) annually. 3. Draft business rules and procedures manual. 4. Submit the policies and procedures for approval as required; 5. Update the system according to the evolution of business processes annually as required ; 	<ul style="list-style-type: none"> • Research notes and findings and recommendations • Process map • Record of roles and responsibilities • Business rule matrix or map • Policy and procedure manual • Submission pack • Implementation

Work activity	Scope of work activity:	Supporting Evidence of Performance
	Duration: 1 month	report <ul style="list-style-type: none"> • Close-out report • Communiqués • Training material

Contextualised Workplace Knowledge:

1. Strategic planning processes and organisation's strategic plan,
2. Medium term budget framework,
3. Year end reporting requirements,
4. The organisation's risk management framework
5. Accounting framework and standards,
6. Entity policies, procedures and processes;
7. Relevant other organisational policies and strategies
8. Legislative and regulatory frameworks
9. Accounting and logistical systems;
10. Relevant developments in the business environment and the changes these cause in stakeholder expectations
11. Stakeholder management and consultation processes
12. The impact of changing economic/stakeholder expectations on the long term management of assets
13. Maintenance programmes;
14. Research and development outcomes on advanced materials, technology and equipment;
15. National asset management framework;
16. Statutory, common law and legislative requirements;
17. Financing options;
18. Data base;
19. National and international supply chain practices;

Occupational Task Two:

Perform strategic or annual tangible asset management planning

Title of the Module:

Strategic and annual asset management plans agreed

Purpose of the Module:

The focus of the learning in this module is on providing the learner an opportunity to perform effective planning for long, medium and short term tangible asset requirements to achieve the objectives of the organization. The following aspects of the work process will contribute towards building the required competence:

- strategic planning and reviewing,
- data interpretation,
- interaction with service providers,
- reflection on economic trends,
- site visits and assessments of asset performance and condition

The above will be conducted as part of a team.

Level: 8
Credits: 16

Work Experience	Scope of work activity:	Supporting Evidence of Performance
1. Develop the strategic plan for assets with regard to entity requirements as well as funding	<ol style="list-style-type: none"> 1. Interpret and integrate information into the strategic plan (quarterly for two years) 2. Participate and contribute in 2 consecutive strategic planning sessions. 3. Develop alternate scenarios for strategic requirements (quarterly for two years) 4. Prioritize conflicting demands (for 2 strategic planning cycles) 5. Engage with stakeholders at different levels of seniority (for 2 strategic planning cycles) 6. Identify and manage consultants where applicable (for 2 strategic planning cycles) 7. Compile the strategic plan for assets by aligning the applicable data with perceived future requirements (for 2 strategic planning cycles) 	<ul style="list-style-type: none"> • Strategic plan • Budget • Expenditure reports
2. Perform a review of the strategic plan	<ol style="list-style-type: none"> 1. Participate in the review meeting by presenting a comprehensive overview of the strategic alignment of the business (Quarterly for 2 years) 2. Analyse information related to the external and internal environment as pertaining to the strategic plan (Monthly for 2 years) 3. Amend the strategic plan by 	<ul style="list-style-type: none"> • Presentation • Current strategic plan

Work Experience	Scope of work activity:	Supporting Evidence of Performance
	integrating the applicable data (Quarterly for 2 years)	
3. Communicate the plan to internal stakeholders	1. Request, analyse and present reports at management meetings (monthly, quarterly and annually) (for a period of one year)	<ul style="list-style-type: none"> • Minutes of the meeting • Actual report presented

Contextualised Workplace Knowledge:

1. Performance management system,
2. Strategic planning processes,
3. Political and natural environment,
4. Medium term budget framework,
5. Year end reporting requirements,
6. Accounting framework and standards,
7. Entity policies, procedures and processes;
8. Accounting and logistical systems;
9. Maintenance programmes;
10. Research and development outcomes on advanced materials and equipment;
11. National asset management framework;
12. Statutory, common law and legislative requirements;
13. Financing options;
14. Data base;
15. AM strategies and how these are reflected in AM objectives and plans
16. National and international supply chain practices;
17. Relevant other organisational policies and strategies
18. Legislative and regulatory frameworks

Occupational Task Three:

Establish the asset management capability of an organization
 Asset management capability established

Title of the Module:

Purpose of the Module:

The focus of the learning in this module is on providing the learner an opportunity to gain experience in the assessment and management of the capability of an organization with regard to asset management.

The following aspects of the work process will contribute towards building the required competence:

- Competency requirements of resources,
- Assessment of appropriateness of policies and procedures,
- Alignment of work requirements with job specifications,

This will be conducted as a member of a management team with support staff.

Level:

7

Credits:

16

Work Experience	Scope of work activity:	Supporting Evidence of Performance
1. Design and Manage Organisational Change	<ol style="list-style-type: none"> 1. Identify how well current organisational structure supports AM strategy, AM Objectives and Plan(s) 2. Identify changes needed to individual roles and responsibilities 3. Identify changes needed to Asset Management teams 4. Inform the stakeholders of the future developments and the rationale for decisions 5. Monitor the implementation of changes to organisational structure, teams and individual roles and responsibilities 	<ul style="list-style-type: none"> • Work culture barometer • Change plan • Team building plan
2. Develop and deploy AM unit, teams, stakeholders	<ol style="list-style-type: none"> 1. Identify workload volumes required to meet AM Strategy, AM Objectives and AM Plans for an AM team 2. Specify competence requirements of resources for AM work activities 3. Identify the training and development needs of Asset Management staff 4. Monitor the development of AM teams 	<ul style="list-style-type: none"> • Job specifications • Sector specific training requirements • Workload standards • Progress report
3. Develop suppliers	<ol style="list-style-type: none"> 1. Assess the capabilities of suppliers to perform functions in the asset management life cycle. 2. Develop the capabilities of suppliers as required 	<ul style="list-style-type: none"> • tender requirements • Capability assessment questionnaire • Successful completion of appropriate training
4. Shape the asset management culture of the unit and organisation	<ol style="list-style-type: none"> 1. Define the organisational culture needed to achieve AM Strategy, AM Objectives and Plan(s) 2. Plan changes to organisational culture 	<ul style="list-style-type: none"> • Culture statement • Change plan or strategy • Communiqué

Work Experience	Scope of work activity:	Supporting Evidence of Performance
	as required 3. Promote the goals and benefits of asset management	

Contextualised Workplace Knowledge:

1. Service Level Agreements and contractual management including performance criteria and shared risk/reward mechanisms
2. Materials, logistics and supply chain management
3. Organisational procedures and systems
4. The political, bureaucratic and resource barriers to change and the techniques that deal with these
5. Organisation's vision and strategy and current organisational culture
6. Values, assumptions and behaviours that are consistent and inconsistent with the vision and strategy
7. The information required to undertake workforce planning

Occupational Task Four: Implement and monitor the asset management system

Title of the Module:

Asset Management system implemented and maintained

Purpose of the Module:

The focus of the learning in this module is on providing the learner an opportunity to gain experience in implementation of organizational asset management methodology.

The following aspects of the work process will contribute towards building the required competence:

- System implementation;
- Reviewing and updating of the system;
- Utilization of monitoring and evaluation tools

This will be conducted as a member of a management team with support staff.

Level: 7
Credits: 16

Work Experience	Scope of work activity:	Supporting Evidence of Performance
1. Develop and document processes and procedures related to the system in support of the policy and frameworks	<ol style="list-style-type: none"> 1. Integrate implementation techniques and methodologies into guidelines for at least two aspects of the life cycle 2. Integrate risk management into the processes design for at least two aspects of the life cycle 3. Draft a basic standard operation procedure manual for at least two aspects of the life cycle 	<ul style="list-style-type: none"> • Guidelines • Procedure manual
2. Implement the Asset Management system	<ol style="list-style-type: none"> 1. Manage the implementation of the asset system on at least two aspects of the asset life cycle; 2. Implement the system while adhering to the necessary controls and measurements (two aspects mentioned above) 3. Identify risks and mitigation measures (two aspects above) 4. Identify skills gaps and training interventions (two aspects above) 	<ul style="list-style-type: none"> • System controls and measurements • Skills gap analysis and training offerings
3. Negotiate with service providers when acquiring and disposing of assets or services	<ol style="list-style-type: none"> 1. Draft at least 10 specifications which will form the basis for negotiation 2. Take a position informed by dependable data which serves as a point of departure for negotiations 3. Engage with service providers in a manner prescribed by policies and procedures 4. Negotiate terms and conditions which 	<ul style="list-style-type: none"> • Acquisitions and disposals are effected at near to market value • Service provider contracts shows evidence of life cycle support and guarantees

Work Experience	Scope of work activity:	Supporting Evidence of Performance
	takes into account the life cycle of the product 5. Conclude contracts within statutory and common law principles 6. Negotiate with suppliers the terms and conditions for contracts (to the maximum value of 10% of capex budget – this could either be one large contract or a number of smaller contracts that makes up the value)	<ul style="list-style-type: none"> • Bid specifications • Presentation to the meeting • Report on utilization of consultants
4. Monitor execution of processes and procedures for compliance	7. Interpret results of monitoring and evaluation tool of at least two aspects of the asset life cycle 8. Draft recommendations to address deviations by utilizing root cause analysis	<ul style="list-style-type: none"> • Monitoring and evaluation report • Report on recommendations

Contextualised Workplace Knowledge:

1. Strategic planning processes,
2. Budget framework,
3. Entity policies, procedures and processes;
4. Accounting and logistical systems;
5. Asset management framework;
6. Statutory, common law and legislative requirements;
7. Financing options;
8. Data bases;
9. Materials, logistics and supply chain management
10. Maintenance regime options
11. Decommissioning processes
12. National and international supply chain practices;

Occupational Task Five:

Report information on operational and financial performance of physical assets

Title of the Module:

Asset life cycle reporting

Purpose of the Module:

The focus of the learning in this module is on providing the learner an opportunity to gain experience in reporting and disclosing information on asset performance and utilization which includes asset operational performance, availability, reliability, maintenance requirements, disposal, against budget, acquisition and financial performance. The following aspects of the work process will contribute towards building the required competence:

- define the asset information needed
- Collect applicable data,
- Analyse, Interpret and classify the data,
- the knowledge generated is applied
- Draft a report;
- Submit the report.

This will be conducted as a member of a management team with support staff.

Level: 7

Credits:

Work Experience	Scope of work activity:	Supporting Evidence of Performance
1. Communicate with the governance structures (statutory committees, management, council) and management,	1. Present information at a minimum of 5 management meetings 2. Respond in writing to comments and concerns by governance structures 3. Attend a minimum of 5 internal and external audit committee meeting on request 4. Prepare submissions to varied committee meetings Standard: According to the accounting framework and prescribed formats	<ul style="list-style-type: none"> • Communiqué • Report (various drafts) and the source documents, • Minutes of meetings • Submissions are factually correct and address the questions posed
2. Report on the operational and financial performance of the assets for applicable reporting periods	1. Populate a data base with the asset performance parameters 2. Collect actual data on asset performance for the reporting period 3. Document detail on major maintenance and rehabilitation and instances of unplanned maintenance 4. Extrapolate future asset performance and financial and operational results	<ul style="list-style-type: none"> • Data base • Asset performance data • Notes on performance assessment • Recommendations on future asset utilization • Source documents
3. Report against the accounting framework and the budget covering the life cycle costs for the current, comparative and subsequent periods	1. Monitor the verification of the asset register for correctness 2. Provide guidance with regard to accounting year-end procedures with regard to asset management 3. Draft a financial report pack on the	<ul style="list-style-type: none"> • A general report on financial performance and position for assets • Memorandum for motivation

Work Experience	Scope of work activity:	Supporting Evidence of Performance
	asset register which includes the standard information 4. Submit the financial reporting pack to the reporting division 5. Extrapolate historical trends in medium term budget planning 6. Discuss the effects of movement in life cycle cost for subsequent reporting periods 7. Motivate a request for funding 8. Advise on alternative actions with regard to service delivery Standard: According to the accounting framework and prescribed formats	

Contextualised Workplace Knowledge:

1. Know the year end reporting requirements,
2. Knowledge about closing off accounts for a specific reporting period,
3. Knowledge of the accounting standards,
4. Entity policies, procedures and processes;
5. Accounting and logistical systems;
6. Maintenance programmes;
7. Research and development outcomes on advanced materials and equipment;
8. National asset management framework;
9. Statutory, common law and legislative requirements;
10. Financing options;
11. Data base;
12. National and international supply chain practices;
13. Relevant industry standards and regulatory reporting requirements
14. The processes and organisation required to manage documentary information collection, maintenance and updating, storage and dissemination
15. Information requirements - who needs what information, why, how and when?
16. Training needs analysis
17. The attributes and limitations of Information Systems and Tools available to support AM processes e.g. asset registers, work and resource management, condition and performance monitoring and decision support tools

Occupational Task Six:

Review and evaluate the effectiveness of the asset management system

Title of the Module:

Evaluate the effectiveness of the asset management system

Purpose of the Module:

The focus of the learning in this module is on providing the learner an opportunity to gain experience in asset performance assessment and implications of deviations from prescribed specifications and making sure the organisation knows and manages risk effectively and that performance is reviewed and improved over time. (Risks include but are not limited to health and safety, security, environment (including climate change), reputation and finance.)

The following aspects of the work process will contribute towards building the required competence:

- Observation of utilization of assets,
- Alignment of assessment of asset performance with asset register,
- Practical application of strategic plan
- Manages risk effectively and that
- Review and improve performance over time

This will be conducted as a member of a management team with support staff.

Level: 7
Credits:

Work Experience	Scope of work activity:	Supporting Evidence of Performance
1. Develop performance matrix for asset performance in the organisation	<ol style="list-style-type: none"> 1. Develop a verification plan for asset performance 2. Verify asset conditions (Annually for 2 years) 3. Utilize information from physical verification of asset performance to determine corrective measures. (Annually for 2 years) 4. Conduct site visits to assess assets (A representative sample of sites to be visited twice within an period of 2 years to observe trends) 5. Benchmark the matrix (Annually for two years) 	<ul style="list-style-type: none"> • Verification plan • Verification report • Reconciliations • Business specifications and site visit report • Metrics
2. Monitor the performance of the system	<ol style="list-style-type: none"> 1. Monitor and evaluate the operational performance of the system against the strategic specifications on a quarterly basis. 2. Describe deviances from specifications 3. Follow up on corrective measures to determine results 4. Assess adherence to risk policy and quantify deviations 	<ul style="list-style-type: none"> •
3. Review and maintain an asset	<ol style="list-style-type: none"> 1. Adjust parameters to suit the specifications annually. 	<ul style="list-style-type: none"> • Prescribed report on system performance

Work Experience	Scope of work activity:	Supporting Evidence of Performance
management system	2. Map results from asset performance matrix to asset register 3. Communicate results of assessed performance and initiate corrective action on a monthly basis. 4. Assess AM Information Systems to produce relevant usable data in a cost effective manner	<ul style="list-style-type: none"> • Updated policies and procedures • Communiqués • Training material

Contextualised Workplace Knowledge:

1. Strategic planning processes,
2. Medium term budget framework,
3. Year end reporting requirements,
4. Accounting framework and standards,
5. Entity policies, procedures and processes;
6. Accounting and logistical systems;
7. Maintenance programmes;
8. Research and development outcomes on advanced materials, technology and equipment;
9. National asset management framework;
10. Statutory, common law and legislative requirements;
11. Financing options;
12. Data base;
2. Stakeholder management and consultation processes
3. Identification of risks relating to current and planned activities, the nature of the risks, the probability of occurrence and consequences
4. Risk management processes appropriate to the assets being managed
1. National and international supply chain practices;
5. Legislative and regulatory frameworks
6. Quality Assurance principles and Quality Management systems
7. Current and emerging social concerns and expectations that are relevant to your sector
8. Ways in which other organisations deal with current and emerging social and environmental concerns and expectations
9. The effect of stakeholder expectations on Asset Management plans
10. The impact of changing economic/stakeholder expectations on the day-to-day and long term management of assets
11. Organisational stakeholders, their interfaces and how their requirements are reflected in the AM Strategy

Criteria for Workplace Approval:

Physical requirements in terms of access to: <ul style="list-style-type: none"> ➤ Tools ➤ Equipment ➤ Processes ➤ Situations 	<ul style="list-style-type: none"> • Asset Management Framework; • Information and enterprise resource planning (ERP) systems; • Asset management systems; • Funding; • Computer and connectivity; • Office equipment and stationery; • Workstation; • Access to transport; • Best practices related to asset management;
Human Resources requirements in terms of: <ul style="list-style-type: none"> ➤ Number of staff 	<ul style="list-style-type: none"> • Support and recognition from executive management;

<ul style="list-style-type: none"> ➤ Qualifications supervisor ➤ Supervisor/subordinate ratios ➤ Availability of coaches and mentors 	<ul style="list-style-type: none"> • Administrative support; • Mentor; • Clear occupational profile; • Performance Management System; • Development courses;
<p>Legal requirements in terms of compliance with:</p> <ul style="list-style-type: none"> ➤ Legislation ➤ Industry charters ➤ Professional registration ➤ BBBEE requirements 	<ul style="list-style-type: none"> • Occupational Health and Safety compliant venue; • Code of Conduct;