
Obvladovanje premoženja – Pregled, načela in terminologija

Asset management – Overview, principles and terminology

Gestion d'actifs – Aperçu général, principes et terminologie

**iTeh STANDARD
PREVIEW
(standards.iteh.ai)**

[SIST ISO 55000:2017](https://standards.iteh.ai/catalog/standards/sist/052abe11-f29b-4a6c-8b9c-fcb13eb3a2c5/sist-iso-55000-2017)

<https://standards.iteh.ai/catalog/standards/sist/052abe11-f29b-4a6c-8b9c-fcb13eb3a2c5/sist-iso-55000-2017>

NACIONALNI UVOD

Standard SIST ISO 55000 (sl, en), Obvladovanje premoženja – Pregled, načela in terminologija, 2017, ima status slovenskega standarda in je istoveten mednarodnemu standardu ISO 55000 (en), Asset management – Overview, principles and terminology, 2014.

NACIONALNI PREDGOVOR

Besedilo standarda ISO 55000:2014 je pripravil projektni odbor ISO/PC 251 Obvladovanje premoženja. Slovenski standard SIST ISO 55000:2017 je prevod angleškega besedila mednarodnega standarda ISO 55000:2014. V primeru spora glede besedila slovenskega prevoda v tem standardu je odločilen izvirni evropski standard v angleškem jeziku. Slovensko-angleško izdajo standarda je pripravil tehnični odbor SIST/TC VZD Vzdrževanje in obvladovanje premoženja.

Odločitev za privzem tega standarda je dne 15. marca 2017 sprejel tehnični odbor SIST/TC VZD Vzdrževanje in obvladovanje premoženja.

ZVEZE S STANDARDI

S privzemom tega evropskega standarda veljajo za omejeni namen referenčnih standardov vsi standardi, navedeni v izvirniku, razen standarda, ki smo ga že sprejeli v nacionalno standardizacijo:

SIST EN ISO 9000:2015 (sl,en) Sistemi vodenja kakovosti – Osnove in slovar (ISO 9000:2015)

OSNOVA ZA IZDAJO STANDARDA

- privzem standarda ISO 55000:2014

OPOMBI

- Povsod, kjer se v besedilu standarda uporablja izraz "mednarodni standard", v SIST ISO 55000:2017 to pomeni "slovenski standard".
- Nacionalni uvod in nacionalni predgovor nista sestavni del standarda.

<https://standards.iteh.ai/catalog/standards/sist/052abe11-f29b-4a6c-8b9c-fcb13eb3a2c5/sist-iso-55000-2017>

VSEBINA	Stran	CONTENTS	Page
Predgovor	4	Foreword	4
Uvod	5	Introduction	5
1 Področje uporabe	7	1 Scope	7
2 Obvladovanje premoženja.....	7	2 Asset management	7
2.1 Splošno.....	7	2.1 General.....	7
2.2 Koristi obvladovanja premoženja	8	2.2 Benefits of asset management.....	8
2.3 Premoženja	9	2.3 Assets.....	9
2.4 Pregled obvladovanja premoženja	10	2.4 Overview of asset management.....	10
2.5 Pregled sistema obvladovanja premoženja	14	2.5 Overview of the asset management system	14
2.6 Celostni pristop k sistemu vodenja	23	2.6 Integrated management systems approach.....	23
3 Izrazi in definicije	23	3 Terms and definitions	23
3.1 Splošni izrazi	23	3.1 General terms.....	23
3.2 Izrazi v zvezi s premoženjem	28	3.2 Terms relating to assets.....	28
3.3 Izrazi v zvezi z obvladovanjem premoženja	29	3.3 Terms relating to asset management.....	29
3.4 Izrazi v zvezi s sistemom obvladovanja premoženja	31	3.4 Terms relating to asset management system	31
Dodatek A (informativni): Informacije o aktivnostih obvladovanja premoženja	33	Annex A (informative) Information on asset management activities	33
Dodatek B (informativni): Odnos med ključnimi elementi sistema obvladovanja premoženja.....	35	Annex B (informative) Relationship between key elements of an asset management system	35
Literatura.....	38	Bibliography.....	35

<https://standards.iteh.ai/catalog/standards/sist/052abe11-f29b-4a6c-8b9c-fcb13eb3a2c5/sist-iso-55000-2017>

Predgovor

Mednarodna organizacija za standardizacijo (ISO) je svetovna zveza nacionalnih organov za standarde (članov ISO). Mednarodne standarde po navadi pripravljajo tehnični odbori ISO. Vsak član, ki ga zanima področje, za katero je bil ustanovljen tehnični odbor, ima pravico biti zastopan v tem odboru. Pri delu sodelujejo tudi mednarodne vladne in nevladne organizacije, povezane z ISO. V vseh zadevah, ki so povezane s standardizacijo na področju elektrotehnike, ISO tesno sodeluje z Mednarodno elektrotehniško komisijo (IEC).

Postopki, uporabljeni pri razvoju tega dokumenta, in postopki, predvideni za njegovo nadaljnje vzdrževanje, so opisani v Direktivah ISO/IEC, 1. del. Posebna pozornost naj se nameni različnim kriterijem odobritve, potrebnim za različne vrste dokumentov ISO. Ta dokument je bil pripravljen v skladu z uredniškimi pravili Direktiv ISO/IEC, 2. del (glej www.iso.org/directives).

Opozoriti je treba na možnost, da je nekaj elementov tega dokumenta lahko predmet patentnih pravic. ISO ne prevzema odgovornosti za identifikacijo katerihkoli ali vseh takih patentnih pravic. Podrobnosti o morebitnih patentnih pravicah, identificiranih med pripravo tega dokumenta, bodo navedene v uvodu in/ali na seznamu patentnih izjav, ki jih je prejela organizacija ISO (glej www.iso.org/patents).

Morebitna trgovska imena, uporabljena v tem dokumentu, so informacije za uporabnike in ne pomenijo podpore blagovni znamki.

Za razlago prostovoljne narave standardov, pomena specifičnih pojmov in izrazov ISO, povezanih z ugotavljanjem skladnosti, ter informacij o tem, kako ISO spoštuje načela Mednarodne trgovske organizacije (WTO) v Tehničnih ovirah pri trgovanju (TBT), glej naslednji naslov URL: www.iso.org/foreword.html.

Ta dokument je pripravil projektni odbor ISO/PC 251 Obvladovanje premoženja.

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: [Foreword - Supplementary information](http://www.iso.org/foreword.html)

The committee responsible for this document is Project Committee ISO/PC 251, *Asset management*.

Uvod

0.1 Namen

Ta mednarodni standard podaja pregled obvladovanja premoženja in sistemov obvladovanja premoženja (tj. sistemov vodenja za obvladovanje premoženja). Ravno tako nudi kontekst za standarda ISO 55001 in ISO 55002.

Mednarodno sodelovanje je pri pripravi teh standardov prepoznalo običajne prakse, ki jih je mogoče uporabiti za najširši obseg premoženj, za najširši obseg organizacij in za najširši obseg kultur.

0.2 Povezava z drugimi standardi

ISO 55001, ISO 55002 in ta mednarodni standard se navezujejo na sistem vodenja za obvladovanje premoženja, ki se navaja kot "sistem obvladovanja premoženja" v vseh treh standardih.

ISO 55001, ISO 55002 in ta mednarodni standard se lahko uporabljajo v kombinaciji s standardi in tehničnimi specifikacijami o obvladovanju premoženja za vsako ustrezno področje ali posamezno vrsto premoženja. ISO 55001 določa zahteve za sistem obvladovanja premoženja, medtem ko ostala dva standarda dajeta podrobnejše tehnične zahteve, specifične za področje, premoženje ali aktivnosti, ali dajeta napotke, kako naj se ISO 55001 razlaga in uporablja na določenem področju ali za določene vrste premoženja.

0.3 Ciljni uporabniki

Ta mednarodni standard je v prvi vrsti namenjen:

- tistim, ki iščejo način, kako izboljšati ustvarjanje vrednosti iz nabora premoženja v njihovi organizaciji,
- tistim, ki so vključeni v vzpostavitev, izvajanje, vzdrževanje in izboljševanje sistema obvladovanja premoženja,
- tistim, ki so vključeni v planiranje, snovanje, izvajanje in pregledovanje aktivnosti obvladovanja premoženja, skupaj s ponudniki storitev.

Introduction

0.1 Purpose

This International Standard provides an overview of asset management and asset management systems (i.e. management systems for the management of assets). It also provides the context for ISO 55001 and ISO 55002.

International cooperation in the preparation of these standards has identified common practices that can be applied to the broadest range of assets, in the broadest range of organizations, across the broadest range of cultures.

0.2 Relationship with other standards

ISO 55001, ISO 55002 and this International Standard relate to a management system for asset management, which is referred to as an "asset management system" throughout the three standards.

ISO 55001, ISO 55002 and this International Standard can be used in combination with any relevant sector or asset type-specific asset management standards and technical specifications. ISO 55001 specifies requirements for an asset management system, while the other standards detail sectorspecific, asset-specific or activity-specific technical requirements or give guidance on how ISO 55001 should be interpreted and applied within a specific sector or to particular asset types.

0.3 Target audience

This International Standard is primarily intended for use by:

- those considering how to improve the realization of value for their organization from their asset base
- those involved in the establishment, implementation, maintenance and improvement of an asset management system
- those involved in the planning, design, implementation and review of asset management activities; along with service providers.

0.4 Koristi standardov

Privzem ISO 55001, ISO 55002 in tega mednarodnega standarda omogoča organizaciji dosegati njene cilje z uspešnim in učinkovitim obvladovanjem njenih premoženj. Uporaba sistema obvladovanja premoženja daje zagotovilo, da je mogoče s časom dosledno in trajnostno dosegati te cilje.

[Dodatek A](#) nudi dodatne informacije s področij v zvezi z aktivnostmi obvladovanja premoženja.

[Dodatek B](#) prikazuje odnos med ključnimi elementi sistema obvladovanja premoženja.

0.4 Benefits of the standards

The adoption of ISO 55001, ISO 55002 and this International Standard enables an organization to achieve its objectives through the effective and efficient management of its assets. The application of an asset management system provides assurance that those objectives can be achieved consistently and sustainably over time.

[Annex A](#) provides additional information on areas related to asset management activities.

[Annex B](#) shows the relationship between key elements of an asset management system.

iTeh STANDARD PREVIEW (standards.iteh.ai)

[SIST ISO 55000:2017](#)

<https://standards.iteh.ai/catalog/standards/sist/052abe11-f29b-4a6c-8b9c-fcb13eb3a2c5/sist-iso-55000-2017>

Obvladovanje premoženja – Pregled, načela in terminologija

1 Področje uporabe

Ta mednarodni standard podaja pregled obvladovanja premoženja, njegovih načel in terminologije ter pričakovanih koristi, ki jih prinaša sprejetje obvladovanja premoženja.

Ta mednarodni standard se lahko uporablja za vse vrste premoženja ter v organizacijah vseh vrst in velikosti.

OPOMBA 1: Ta mednarodni standard je namenjen predvsem uporabi pri obvladovanju fizičnih premoženj, vendar ga je mogoče uporabiti tudi za druge vrste premoženja.

OPOMBA 2: Ta mednarodni standard ne daje finančnih, računovodskih ali tehničnih napotkov za obvladovanje specifičnih vrst premoženja.

OPOMBA 3: V ISO 55001, ISO 55002 in tem mednarodnem standardu se izraz "sistem obvladovanja premoženja" uporablja za sklicevanje na sistem vodenja za obvladovanje premoženja.

2 Obvladovanje premoženja

2.1 Splošno

Dejavniki, ki vplivajo na vrsto premoženja, ki ga organizacija potrebuje za doseganje svojih ciljev, in na to, kako se premoženje obvladuje, vključujejo naslednje:

- naravo in namen organizacije,
- njen kontekst delovanja,
- njene finančne omejitve in zahteve regulative,
- potrebe in pričakovanja organizacije in njenih deležnikov.

Te vplivajoče dejavnike je treba obravnavati pri vzpostavitvi, izvajanju, vzdrževanju in nenehnem izboljševanju obvladovanja premoženja.

Uspešen nadzor in upravljanje premoženj, ki ju izvajajo organizacije, sta z obvladovanjem tveganja in priložnosti bistvenega pomena za ustvarjanje vrednosti, da bi se doseglo želeno uravnoteženje stroškov, tveganja ter učinkovitosti in uspešnosti. Regulativno in zakonodajno okolje, v katerih organizacije delujejo, sta vse zahtevnejši, neločljivo povezana tveganja, ki jih veliko premoženj predstavlja, pa se nenehno razvijajo.

Asset management – Overview, principles and terminology

1 Scope

This International Standard provides an overview of asset management, its principles and terminology, and the expected benefits from adopting asset management.

This International Standard can be applied to all types of assets and by all types and sizes of organizations.

NOTE 1 This International Standard is intended to be used for managing physical assets in particular, but it can also be applied to other asset types.

NOTE 2 This International Standard does not provide financial, accounting or technical guidance for managing specific asset types.

NOTE 3 For the purposes of ISO 55001, ISO 55002 and this International Standard, the term "asset management system" is used to refer to a management system for asset management.

2 Asset management

2.1 General

The factors which influence the type of assets that an organization requires to achieve its objectives, and how the assets are managed, include the following:

- the nature and purpose of the organization;
- its operating context;
- its financial constraints and regulatory requirements;
- the needs and expectations of the organization and its stakeholders.

These influencing factors need to be considered when establishing, implementing, maintaining and continually improving asset management.

Effective control and governance of assets by organizations is essential to realize value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance. The regulatory and legislative environment in which organizations operate is increasingly challenging and the inherent risks that many assets present are constantly evolving.

Temelji obvladovanja premoženja in podporni sistemi obvladovanja premoženja, predstavljeni v tem mednarodnem standardu, lahko z vključitvijo v širše upravljanje in okvir tveganja organizacije prispevajo k oprijemljivim koristim in izboljšajo priložnosti.

Obvladovanje premoženja pretvarja cilje organizacije v odločitve, plane in aktivnosti, povezane s premoženjem, pri čemer se uporablja pristop na podlagi tveganja.

2.2 Koristi obvladovanja premoženja

Obvladovanje premoženja omogoča organizaciji ustvarjati vrednost iz premoženj pri doseganju njenih organizacijskih ciljev (glej 2.5.3.4). Kaj tvori vrednost, bo odvisno od teh ciljev, narave in namena organizacije ter potreb in pričakovanj njenih deležnikov. Obvladovanje premoženja podpira ustvarjanje vrednosti ob uravnoteženju finančnih, okoljskih in družbenih stroškov, tveganja, kakovosti storitve ter učinkovitosti in uspešnosti v zvezi s premoženji.

Koristi obvladovanja premoženja lahko med drugim vključujejo:

- a) **izboljšano finančno uspešnost:** izboljšanje donosnosti naložb in znižanje stroškov je mogoče doseči ob ohranjanju vrednosti premoženja in brez ogrožanja kratkoročnega ali dolgoročnega uresničevanja organizacijskih ciljev;
- b) **informirane odločitve o premoženjskih naložbah:** omogočajo organizaciji izboljšati njeno sprejemanje odločitev ter uspešno uravnotežiti stroške, tveganja, priložnosti ter učinkovitost in uspešnost;
- c) **obvladovanje tveganja:** zmanjšanje finančnih izgub, izboljšanje zdravja in varnosti pri delu, dobrega imena in ugleda, zmanjšanje okoljskih in družbenih vplivov lahko pripeljejo do zmanjšanja obveznosti, kot so zavarovalne premije, globe in kazni;
- d) **izboljšanje storitev in izidov:** zagotavljanje učinkovitosti in uspešnosti premoženja lahko vodi do izboljšanja storitev ali izdelkov, ki dosledno izpolnjujejo ali presega pričakovanja strank in deležnikov;
- e) **izkazano družbeno odgovornost:** izboljšanje zmožnosti organizacije za na primer zmanjševanje emisij, ohranjanje virov in prilagajanje podnebnim spremembam ji omogoča, da prikaže družbeno odgovorne in etično poslovne prakse in skrbništvo;

The fundamentals of asset management and the supporting asset management system introduced in this International Standard, when integrated into the broader governance and risk framework of an organization, can contribute tangible benefits and leverage opportunities.

Asset management translates the organization's objectives into asset-related decisions, plans and activities, using a risk based approach.

2.2 Benefits of asset management

Asset management enables an organization to realize value from assets in the achievement of its organizational objectives (see 2.5.3.4). What constitutes value will depend on these objectives, the nature and purpose of the organization and the needs and expectations of its stakeholders. Asset management supports the realization of value while balancing financial, environmental and social costs, risk, quality of service and performance related to assets.

The benefits of asset management can include, but are not limited to the following:

- a) **improved financial performance:** improving the return on investments and reducing costs can be achieved, while preserving asset value and without sacrificing the short or long-term realization of organizational objectives;
- b) **informed asset investment decisions:** enabling the organization to improve its decision making and effectively balance costs, risks, opportunities and performance;
- c) **managed risk:** reducing financial losses, improving health and safety, good will and reputation, minimizing environmental and social impact, can result in reduced liabilities such as insurance premiums, fines and penalties;
- d) **improved services and outputs:** assuring the performance of assets can lead to improved services or products that consistently meet or exceed the expectations of customers and stakeholders;
- e) **demonstrated social responsibility:** improving the organization's ability to, for example, reduce emissions, conserve resources and adapt to climate change, enables it to demonstrate socially responsible and ethical business practices and stewardship;

- f) **izkazano skladnost:** pregledna skladnost s pravnimi, zakonskimi in regulativnimi zahtevami ter upoštevanje standardov obvladovanja premoženja, politik in procesov lahko omogočata dokazovanje skladnosti;
- g) **okrepljen ugled:** z izboljšanim zadovoljstvom odjemalcev ter ozaveščenostjo in zaupanjem deležnikov;
- h) **izboljšano trajnostnost organizacije:** uspešno upravljanje kratkoročnih in dolgoročnih učinkov, izdatkov ter učinkovitosti in uspešnosti lahko izboljša trajnostnost delovanja in organizacije;
- i) **izboljšano učinkovitost in uspešnost:** pregledovanje in izboljševanje procesov, postopkov ter učinkovitosti in uspešnosti premoženja lahko izboljšata učinkovitost in uspešnost organizacije ter doseganje njenih ciljev.
- f) **demonstrated compliance:** transparently conforming with legal, statutory and regulatory requirements, as well as adhering to asset management standards, policies and processes, can enable demonstration of compliance;
- g) **enhanced reputation:** through improved customer satisfaction, stakeholder awareness and confidence;
- h) **improved organizational sustainability:** effectively managing short and long-term effects, expenditures and performance, can improve the sustainability of operations and the organization;
- i) **improved efficiency and effectiveness:** reviewing and improving processes, procedures and asset performance can improve efficiency and effectiveness, and the achievement of organizational objectives.

2.3 Premoženja

Premoženje je predmet, stvar ali subjekt, ki ima morebitno ali dejansko vrednost za organizacijo. Vrednost se razlikuje med različnimi organizacijami in njenimi deležniki, lahko je opredmetena ali neopredmetena, finančna ali nefinančna.

Čas med ustvaritvijo premoženja in koncem njegove uporabne dobe se imenuje uporabna doba premoženja (glej 3.2.2). Pri tem ni nujno, da uporabna doba premoženja sovpada s časom, v katerem je katerakoli organizacija odgovorna zanj; namreč, premoženje lahko v svoji uporabni dobi nudi morebitno ali dejansko vrednost eni ali več organizacijam in vrednost premoženja za organizacijo se v njegovi uporabni dobi lahko spreminja.

Organizacija se lahko odloči za obvladovanje premoženj v skupinah namesto posamezno, odvisno od svojih potreb, in za doseganje dodatnih koristi. Premoženja so tako lahko združena po vrstah premoženja, sistemih premoženja ali portfeljih premoženja.

2.3 Assets

An asset is an item, thing or entity that has potential or actual value to an organization. The value will vary between different organizations and their stakeholders, and can be tangible or intangible, financial or non-financial.

The period from the creation of an asset to the end of its life is the asset life (see 3.2.2). An asset's life does not necessarily coincide with the period over which any one organization holds responsibility for it; instead, an asset can provide potential or actual value to one or more organizations over its asset life, and the value of the asset to an organization can change over its asset life.

An organization may choose to manage its assets as a group, rather than individually, according to its needs, and to achieve additional benefits. Such groupings of assets may be by asset types, asset systems, or asset portfolios.

2.4 Pregled obvladovanja premoženja

2.4.1 Splošno

Najvišje vodstvo v organizaciji, zaposleni in deležniki naj izvajajo aktivnosti planiranja in nadzora (npr. politik, procesov ali ukrepov spremljanja) ter aktivnosti spremljanja, da izkoristijo priložnosti in zmanjšajo tveganja na sprejemljivo raven.

Za doseganje ciljev organizacije obvladovanje premoženja vključuje uravnoteženje stroškov, priložnosti in tveganj glede na želeno učinkovitost in uspešnost premoženja. Uravnoteženje je morda treba obravnavati v različnih časovnih okvirih.

Obvladovanje premoženja omogoča organizaciji, da pregleda potrebe po premoženjih in sistemih premoženj ter njihovo učinkovitost in uspešnost na različnih ravneh. Dodatno omogoča uporabo analitičnih pristopov za obvladovanje premoženja v različnih fazah njegovega življenjskega cikla (to se lahko začne z idejo po potrebi za premoženje pa vse do njegove odstranitve, vključno z obvladovanjem kakršnekoli morebitne obveznosti po njegovi odstranitvi).

2.4.2 Temelji

Obvladovanje premoženja temelji na naslednjih temeljih:

- a) **Vrednost:** Premoženje obstaja z namenom ustvarjati vrednost organizaciji in njenim deležnikom.

Obvladovanje premoženja se ne osredotoča samo na premoženje, ampak na vrednost (korist), ki jo lahko premoženje ustvari organizaciji. Vrednost (ki je lahko opredmetena ali neopredmetena, finančna ali nefinančna) določajo organizacija in njeni deležniki v skladu s cilji organizacije.

To vključuje:

- 1) jasno navedbo, kako so cilji obvladovanja premoženja usklajeni s cilji organizacije,
- 2) uporabo pristopa obvladovanja življenjskega cikla za ustvarjanje vrednosti iz premoženj,
- 3) vzpostavitev procesov odločanja, ki odražajo potrebe deležnikov in opredelijo vrednost.

2.4 Overview of asset management

2.4.1 General

An organization's top management, employees and stakeholders should implement planning, control activities (e.g. policies, processes or monitoring actions) and monitoring activities, to exploit opportunities and to reduce risks to an acceptable level.

Asset management involves the balancing of costs, opportunities and risks against the desired performance of assets, to achieve the organizational objectives. The balancing might need to be considered over different timeframes.

Asset management enables an organization to examine the need for, and performance of, assets and asset systems at different levels. Additionally, it enables the application of analytical approaches towards managing an asset over the different stages of its life cycle (which can start with the conception of the need for the asset, through to its disposal, and includes the managing of any potential post disposal liabilities).

2.4.2 Fundamentals

Asset management is based on a set of fundamentals.

- a) **Value:** Assets exist to provide value to the organization and its stakeholders.

Asset management does not focus on the asset itself, but on the value that the asset can provide to the organization. The value (which can be tangible or intangible, financial or non-financial) will be determined by the organization and its stakeholders, in accordance with the organizational objectives.

This includes:

- 1) a clear statement of how the asset management objectives align with the organizational objectives;
- 2) the use of a life cycle management approach to realize value from assets;
- 3) the establishment of decision-making processes that reflect stakeholder need and define value.

- b) **Usklajenost:** Obvladovanje premoženja pretvarja cilje organizacije v tehnične in finančne odločitve, plane in aktivnosti.

Odločitve obvladovanja premoženja (tehnične, finančne in operativne) skupaj omogočajo doseganje ciljev organizacije.

To vključuje:

- 1) izvajanje procesov planiranja in odločanja ter aktivnosti, ki preoblikujejo cilje organizacije v plane obvladovanja premoženja (glej [2.5.3.4](#)) na podlagi tveganj in informacij,
 - 2) povezovanje procesov obvladovanja premoženja s funkcionalnimi procesi vodenja organizacije, kot so finance, človeški viri, informacijski sistemi, logistika in delovanje,
 - 3) natančno specificiranje, snovanje in izvajanje podpornega sistema obvladovanja premoženja.
- c) **Voditeljstvo:** Voditeljska kultura in kultura v delovnem okolju določata ustvarjanje vrednosti.

Voditeljstvo in zavezanost na vseh vodstvenih ravneh sta bistvenega pomena za uspešno vzpostavitev, delovanje in izboljševanje obvladovanja premoženja v organizaciji.

To vključuje:

- 1) jasno opredeljene vloge, odgovornosti in pooblastila,
 - 2) zagotovitev, da so zaposleni ozaveščeni, kompetentni in pooblašteni,
 - 3) posvetovanje z zaposlenimi in deležniki o obvladovanju premoženja.
- d) **Zagotavljanje:** Obvladovanje premoženja zagotavlja, da bodo premoženja izpolnila njihov zahtevan namen.

Potreba po zagotavljanju izhaja iz potrebe po uspešnem upravljanju organizacije. Zagotavljanje se nanaša na premoženja, obvladovanje premoženja in sistem obvladovanja premoženja.

- b) **Alignment:** Asset management translates the organizational objectives into technical and financial decisions, plans and activities.

Asset management decisions (technical, financial and operational) collectively enable the achievement of the organizational objectives.

This includes:

- 1) the implementation of risk-based, information-driven, planning and decision-making processes and activities that transform organizational objectives into asset management plans (see [2.5.3.4](#));
 - 2) the integration of the asset management processes with the functional management processes of the organization, such as finance, human resources, information systems, logistics and operations;
 - 3) the specification, design and implementation of a supporting asset management system.
- c) **Leadership:** Leadership and workplace culture are determinants of realization of value.

Leadership and commitment from all managerial levels is essential for successfully establishing, operating and improving asset management within the organization.

This includes:

- 1) clearly defined roles, responsibilities and authorities;
 - 2) ensuring that employees are aware, competent, and empowered;
 - 3) consultation with employees and stakeholders regarding asset management.
- d) **Assurance:** Asset management gives assurance that assets will fulfil their required purpose.

The need for assurance arises from the need to effectively govern an organization. Assurance applies to assets, asset management and the asset management system.

To vključuje:

- 1) razvoj in izvajanje procesov, ki povezujejo zahtevane namene ter učinkovitost in uspešnost premoženj s cilji organizacije,
- 2) izvajanje procesov za zagotavljanje sposobnosti v vseh fazah življenjskega cikla,
- 3) izvajanje procesov za spremljanje in nenehno izboljševanje,
- 4) zagotavljanje potrebnih virov in kompetentnega osebja za izkazovanje zagotavljanja z izvajanjem aktivnosti obvladovanja premoženja in delovanjem sistema obvladovanja premoženja.

2.4.3 Povezava med sistemom obvladovanja premoženja in obvladovanjem premoženja

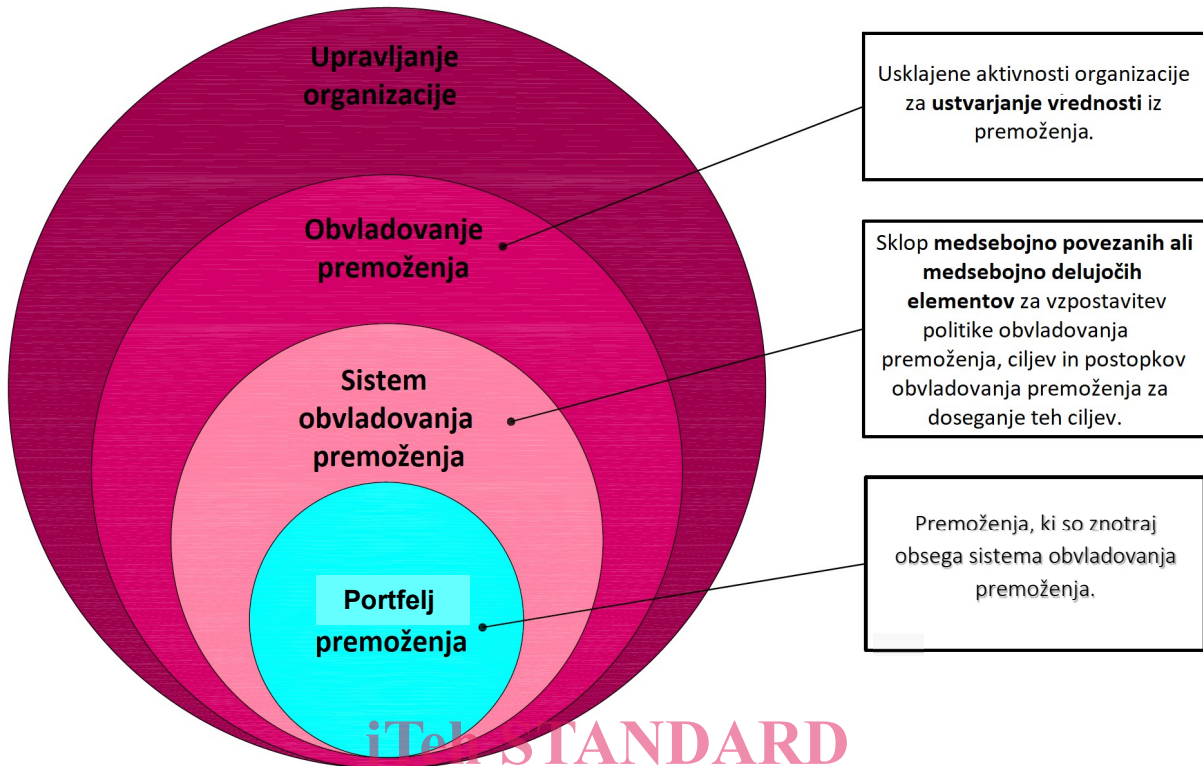
Organizacija uporablja sistem obvladovanja premoženja za vodenje, usklajevanje in nadzor aktivnosti obvladovanja premoženja. Sistem ji pri tem nudi boljši nadzor tveganja in zagotavlja, da bodo cilji obvladovanja premoženja dosledno doseženi. Vendar pa vseh aktivnosti obvladovanja premoženja ni mogoče formalizirati s sistemom obdelovanja premoženja. Na primer, vidike, ki lahko pomembno vplivajo na izpolnjevanje ciljev obvladovanja premoženja, kot so voditeljstvo, kultura, motivacija in obnašanje, lahko organizacija vodi z dogovori zunaj sistema obvladovanja premoženja. Odnos med ključnimi izrazi obvladovanja premoženja je prikazan na [sliki 1](#).

This includes:

- 1) developing and implementing processes that connect the required purposes and performance of the assets to the organizational objectives;
- 2) implementing processes for assurance of capability across all life cycle stages;
- 3) implementing processes for monitoring and continual improvement;
- 4) providing the necessary resources and competent personnel for demonstration of assurance, by undertaking asset management activities and operating the asset management system.

2.4.3 The relationship of the asset management system to asset management

An asset management system is used by the organization to direct, coordinate and control asset management activities. It can provide improved risk control and gives assurance that the asset management objectives will be achieved on a consistent basis. However, not all asset management activities can be formalized through an asset management system. For example, aspects such as leadership, culture, motivation, behaviour, which can have a significant influence on the achievement of asset management objectives, may be managed by the organization using arrangements outside the asset management system. The relationship between key asset management terms is shown in [Figure 1](#).



Slika 1: Odnos med ključnimi pojmi

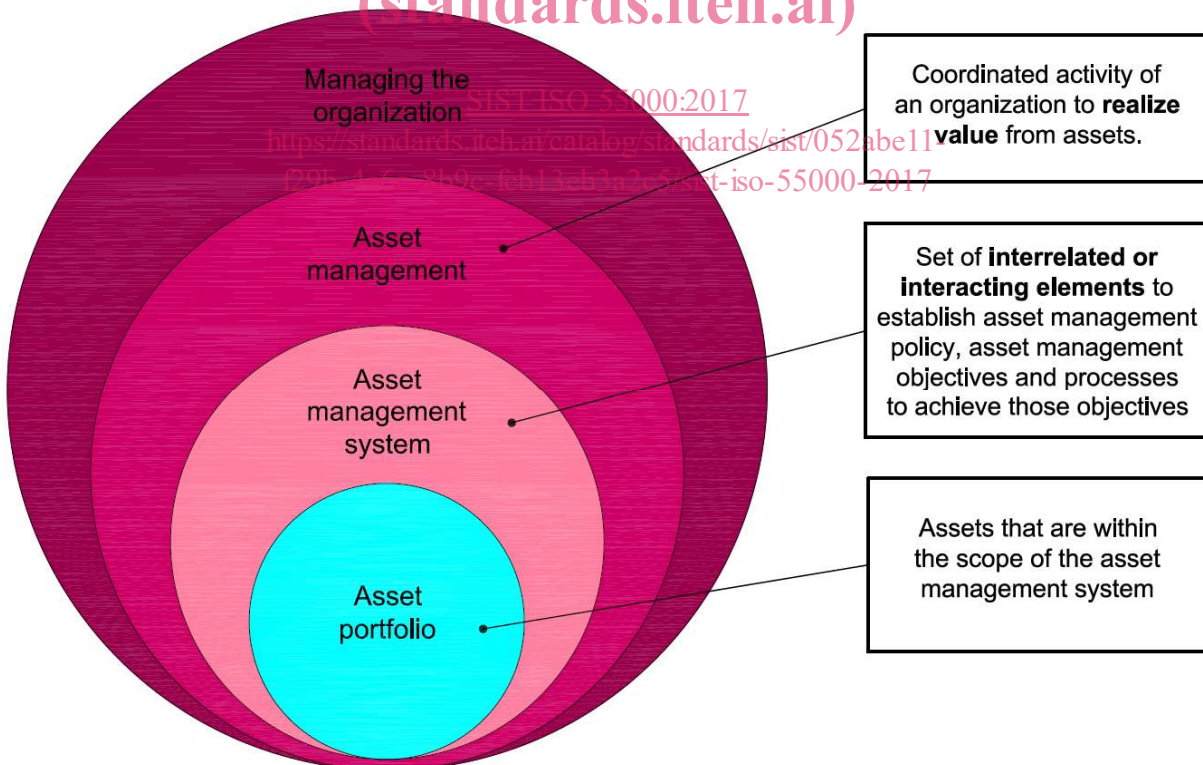


Figure 1 – Relationships between key terms