



SLOVENSKI STANDARD
SIST ISO 55012:2024

01-september-2024

Obvladovanje premoženja - Napotki za vključevanje in usposobljenost ljudi

Asset management — Guidance on people involvement and competence

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

Ta slovenski standard je istoveten z: ISO 55012:2024

ICS:

03.100.10	Nabava. Dobava. Logistika	Purchasing. Procurement. Logistics
03.100.30	Vodenje ljudi	Management of human resources

SIST ISO 55012:2024

en,fr



**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*

**First edition
2024-07**

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Published in Switzerland

ISO 55012:2024(en)

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ISO 55012:2024(en)**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 document 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).

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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.

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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.

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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*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 55000 and the following apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

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3.1 involvement

taking part in an activity, event or situation

Note 1 to entry: Involvement is applicable to both people within an organization and those from external third parties.

Note 2 to entry: Involvement is applicable to both internal and externally provided resources.

[SOURCE: ISO 9000:2015, 3.1.3, modified — Notes to entry added.]

3.2 commitment

level of work and dedication given to the asset management system

3.3 engagement

involvement (3.1) in, and contribution to, activities to achieve shared objectives

[SOURCE: ISO 9000:2015, 3.1.4]

3.4 leader

person who influences a group of people towards the achievement of a goal, and in turn recognizes the contribution of this, and mutual dependency with other groups, in achieving an organizational goal

3.5 competence

ability to apply knowledge and skills to achieve intended results

Note 1 to entry: Competence also applies to the collective performance of teams.

[SOURCE: ISO 55000:2024, 3.3.11, modified — Note to entry added.]

3.6 organizational culture

values, beliefs and practices that influence the conduct and behaviour of people and organizations

[SOURCE: ISO 30400:2022, 3.1.3]

4 Context of the organization

4.1 Considerations

Organizational culture is the collection of values, beliefs and practices that may be held individually or collectively that determine how people and management interact and handle transactions internally and externally to the organization. This is applicable to all organizations, although the level of formalization in terms of defining specific aspects of culture varies in terms of the complexity and size of the organization. The organizational culture may contain formal aspects such as documented policies and procedures, as well as informal aspects such as shared values, communication and communication styles, social norms and social networks. Additionally, it should be expected that the culture adapts over time to the operating context of the organization.

It is important to ensure that personnel throughout the organization are engaged with, committed to and involved in the asset management system. This implies cultivating an organizational culture around the asset management principles and practices described in ISO 55000 and ensuring that all personnel involved are aware of the need for asset management to maximize value (while considering the asset-related costs, risks, opportunities, performance, benefits, and liabilities throughout the asset life cycle) to be achieved, as well as a genuine commitment to the realization of that vision. These form the set of collective beliefs and behaviours to be integrated into the organizational culture.