



**SLOVENSKI STANDARD**  
**oSIST ISO/DIS 55012:2023**

**01-oktober-2023**

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**Obvladovanje premoženja - Smernice o vključevanju in usposobljenosti ljudi**

Asset management - Guidelines on people involvement and competence

iTeh STANDARD PREVIEW  
(standards.iten.si)

Gestion d'actifs — Lignes directrices pour renforcer l'implication et les compétences des personnes

**Ta slovenski standard je istoveten z: ISO/DIS 55012**

**ICS:**

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

**oSIST ISO/DIS 55012:2023**

**en**



# DRAFT INTERNATIONAL STANDARD

## ISO/DIS 55012

ISO/TC 251

Secretariat: **BSI**

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**2023-08-01**

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## Asset management — Guidelines on people involvement and competence

ICS: 03.100.01

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## 30 Foreword

31 ISO (the International Organization for Standardization) is a worldwide federation of national standards  
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34 committee has been established has the right to be represented on that committee. International  
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37 electrotechnical standardization.

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

42 Attention is drawn to the possibility that some of the elements of this document may be the subject of  
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45 ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

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

48 For explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions  
49 related to conformity assessment, as well as information about ISO's adherence to the World Trade  
50 Organization (WTO) principles in the Technical Barriers to Trade (TBT), see  
51 [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

52 This document was prepared by Technical Committee ISO/TC 251 *Asset management*.

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## ISO/DIS 55012:2023(E)

53 **Introduction**54 **0.1 General**

55 The performance of an asset management system and its processes depends on the active involvement  
56 of competent people in the organization and their ongoing support and commitment to its operation and  
57 continual improvement. In addition, the identification, development and evaluation of the effective  
58 involvement of people (including outsourced resources) are critical for an organization's asset  
59 management system to achieve outcomes which are consistent and aligned with its strategies and values.

60 Overall, the involvement of people within an asset management system is enabled by activities and  
61 practices along the dimensions of leadership, planning, awareness, communication and competence.

62 **0.2 Relationship to asset management systems**

63 The guidance given in this document is based on the requirements for an asset management system  
64 described in ISO 55001 and more generalized principles presented in ISO 55000. According to ISO 55001,  
65 4.1:

66 "The organization shall determine external and internal issues that are relevant to its purpose and that  
67 affect its ability to achieve the intended result(s) of its asset management system."

68 As people are a key component of an asset management system, the correlation between this document  
69 and ISO 55001 can facilitate the involvement of people and the development and management of their  
70 competence within the asset management system.

71 Within an asset management context, the need for the commitment of top management to support the  
72 asset management system is repeatedly and clearly outlined in ISO 55001. In particular, ISO 55001 Clause  
73 5 identifies requirements for specific actions by top management to demonstrate leadership for  
74 compliance with that International Standard. For example, ISO 55001, 5.1, highlights the responsibility  
75 of "top management" to show leadership, commitment, and accountability for the effectiveness of the  
76 asset management system. It also specifies that top management is responsible for ensuring the overall  
77 effectiveness of the asset management system by:

- 78 a) aligning the asset management policy, strategic asset management plan and asset management  
79 objectives with the operation of the organization;
- 80 b) integrating the requirements of the asset management system into the organization's business  
81 processes;
- 82 c) supporting other members of the management team.

83 If the vision and strategy are not properly formulated and adjusted, the key leadership and management  
84 principles as defined in ISO 55000 will be compromised, and the overall effectiveness of the asset  
85 management system will be reduced.

86 Additionally, ISO 55001 7.1 and 7.2 establish that the organization is required to establish competence  
87 requirements and to ensure sufficient resources are available to support the asset management system  
88 (including personnel resources). This requires not only determining what types of expertise are required  
89 by personnel, but also developing plans around how people can acquire required expertise and  
90 demonstrate proficiency.

91 Finally, ISO 55001, 7.3, highlights that it is important that people working within an organization's asset  
92 management system are aware of how they contribute to the system and the implications of not  
93 conforming to the requirements of the system. ISO 55001, 7.4, states that the organization is responsible



94 for establishing what information needs to be communicated to internal and external stakeholders with  
95 regards to the asset management system. This suggests that effective communication is required to  
96 ensure people are adequately aware and informed of their roles and responsibilities. Also, ISO 55001, 7.5,  
97 stresses the importance of documented information, and the implication is that this documented  
98 information would include aspects leading to a person's awareness within the asset management system.

### 99 **0.3 People involvement and competence**

100 This document establishes guidelines for enhancing the involvement of people within an asset  
101 management system, as well as developing their required competencies to participate appropriately in  
102 asset management activities. This includes the involvement and competence of top management and  
103 other leaders, as well as people responsible for executing strategies and plans. Additional key attributes  
104 include knowledge and awareness of activities to be completed, as well as the establishment of continual  
105 improvement and monitoring through personnel development.

106 If people involvement and competence are monitored, measured, and analysed within the asset  
107 management system (and with regards to top management involvement), it can produce results which  
108 enable top management to make decisions for improvement, thus leading to enhanced overall system  
109 performance.

### 110 **0.4 Further information about ISO/TC 251 and asset management**

111 ISO/TC 251 maintains a website that provides additional information about asset management and on  
112 the standards it produces. This can be found at: <https://committee.iso.org/home/tc251>

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## ISO/DIS 55012:2023(E)

# Asset management – Guidelines for enhancing people involvement and competence

## 1 Scope

This document provides guidelines for 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 asset management strategy and overall strategic asset management plan across the organization;
- b) the degree of involvement personnel have in the development and execution of asset management plans and strategies;
- c) the level of knowledge and awareness 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.

These elements apply to both 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 may not necessarily be conducted within the construct of an asset management system, the principles within the guidelines 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 — Overview, principles, and terminology

## 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 terminological databases for use in standardization at the following addresses:

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

**3.1 competence**  
ability to apply knowledge and skills to achieve intended results

155 Note to entry: This constitutes one of the common terms and core definitions for ISO management system standards  
156 given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives.

157 [SOURCE: ISO 55000, 8.3.12]

### 158 3.2

#### 159 **knowledge**

160 human or organizational asset enabling effective decisions and action in context

161 Note 1 to entry: knowledge is generally acquired through learning or experience.

162 [SOURCE: ISO 30400:2022, 3.12.1, modified – The Notes to entry have been modified]

### 163 3.3

#### 164 **involvement**

165 taking part in an activity, event or situation

166 Note 1 to entry: Involvement referenced in this document applies both to people within an organization and those  
167 external third parties.

168 Note 2 to entry: Applicable to internal and externally provided resources.

169 [SOURCE: ISO 9000:2015, 3.1.3]

### 170 3.4

#### 171 **commitment**

172 level of work and dedication given to a management system

173 [SOURCE: ISO 39001:2012]

### 174 3.5

#### 175 **engagement**

176 involvement in, and contribution to, activities to achieve shared objectives

177 [SOURCE: ISO 9000:2015, 3.1.4]

### 178 3.6

#### 179 **leader**

180 person who influences a group of people towards the achievement of a goal.

181 [SOURCE: ISO 21102:2020]

### 182 3.7

#### 183 **organizational culture**

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

185 [SOURCE: ISO 30400:2022, 3.1.3]

## 186 4 Context of the organization

### 187 4.1 Considerations

188 Organizational culture is the set of collective beliefs and behaviours that determine how people and  
189 management interact and handle transactions internally and externally to the organization. This is  
190 applicable regardless of the size and nature of the organization, although the level of formalization in  
191 terms of defining specific aspects of culture varies in terms of the complexity and size of the organization.  
192 The organizational culture may contain formal aspects such as documented policies and procedures, as