



Rijkswaterstaat
*Ministry of Infrastructure and the
Environment*



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Development of an Asset Management strategy

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General conclusions and recommendations

An asset management system is recommended but not absolutely necessary for investing in the locks.

The Ministry of Infrastructure and Ukrvodshlyakh can take steps to grow from the current maintenance management system into an asset management system

For this we make four recommendations to take the first step towards an asset management system



What is asset management?

“Coördinated activity of an organisation tot realize value from assets”

Two main principles: Governance and Asset Management triangle:

Asset Owner	Asset Manager	Service Provider
Determining network future (strategy) Determining policy goals (performance, costs, risks)	Tactical plans <ul style="list-style-type: none">- Investment strategy- Maintenance concepts- Technology standard Programme management <ul style="list-style-type: none">- Risk management- Performance management	Execution/operation <ul style="list-style-type: none">- New construction / major renovations- Management and maintenance Programme management <ul style="list-style-type: none">- Project management- Process management



Contract: Service Level Agreement



Observations

The need to invest in maintenance is absolutely necessary! Failures will lead to non availability and major safety risks.



No clear distribution between asset owner and asset manager based on the asset management triangle (SLA).

Ukrvodshlyakh provides a good performance with the limited available resources due to the presence of a maintenance system and qualified and involved staff.

The revenue from the lockages will never be enough to finance maintenance, at most daily running costs.



Recommendations (general)

Improve the current maintenance management system to an asset management system in steps.



The first step is to grow from

Level 1: maintenance driven, based on incidents
to

Level 2: maintenance driven, based on a preventive plan
and partly (for the locks) to

Level 3: risk based, based on expert judgement and performance
indicators at network level

Level 4: risk bases, expert judgement + modeling at object level

Level 5: performance driven, Plan-DO-Check-Act in al processes



Recommendations (1)

1. Management of the organisation

- Governance
- Asset management triangle
- Organisation adjustments
- Human resource management

2. Risk management

- Methodical improvement
- Specialised research and advice
- Knowledge of the employees





Recommendations (2)

3. Strategy and planning

- Strategy: future use and future major maintenance costs
- Planning: 5 years ahead

4. Communication and knowledge sharing

- Communication: contacts between employees
- Knowledge sharing: communities of practice





Recomendations (summary)



Asset management is not about buying and implementing a system.

It's more about implementing a new philosophy about how the infrastructure can be managed.

That starts with the introduction of two main principles which provide a focus on performance management.



Question's





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