



New South Wales  
TREASURY

TOTAL ASSET MANAGEMENT

# Total Asset Management Capability Tool – The Guide to Conducting a Full Capability Review

September 2004

TAM04-17

# The guide to conducting a full capability review

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# GUIDE TO CONDUCTING A FULL CAPABILITY REVIEW

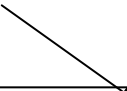
## 1. About the Asset Management Capability Tool package

There are three basic components of the Asset Management Capability Tool:

### 1. The Snapshot Capability Review

This short guide is an abridged version of the full Tool. It leads agencies through a checklist of questions about their practices and outcomes. Using this guide, agencies can quickly assess their asset management capability, identify their strengths and weaknesses, and decide whether to conduct a full Capability Review.

This guide is the Guide to Conducting a Full Capability Review



### 2. The Guide to Conducting a Full Capability Review

This step-by-step guide shows agencies how to conduct a Capability Review using the Tool. The review is based on a detailed questionnaire and workshop, in which participants assess the organisation's practices and outcomes.

### 3. The Capability Review Report Kit

This kit provides a template for writing up the outcomes of the Capability Review. Agencies can enter numerical scores into the macros included for a quick performance indicator. The kit also has a template for writing up the full Capability Review Report and an Improvement Plan based on the outcomes.

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## 2. Introduction

The Asset Management Capability Tool is designed for Government agencies to assess their level of capability or readiness to implement Total Asset Management. The assessment process is called a Capability Review.

This guide provides step-by-step instructions on how to conduct a Capability Review. It takes you through each stage, from deciding the boundaries of the review and assembling a Project Team, to using the Capability Review Questionnaire (contained in this guide), discussing the outcomes and, finally, using the findings.

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## 3. How to Use the Asset Management Capability Tool

The Asset Management Capability Tool uses a questionnaire approach to help government agencies and organisations review their Asset Management capability, including strengths and areas for improvement. The Capability Review questionnaire is at item 6.

You can use the Tool to assess any type of asset management activity, from centralised asset management to a highly devolved operation. It is designed to evaluate Total Asset Management capability in its widest sense. That includes examining how your organisation plans to achieve its corporate results, planning the role assets play in supporting this and how asset management is implemented, including how assets are acquired, managed and disposed of.

It's up to the Project Team Leader to decide the scope of the Capability Review. The organisation could be evaluated in one single review, or in a series of separate reviews covering individual asset management functions (eg. specifying service outcomes and outputs, asset planning, management, service delivery etc). Depending on the scope, some aspects of Total Asset Management covered by the questionnaire may not be relevant. This can be explained in the report.

The steps and the approximate time it takes to carry out a Capability Review are listed below:

### 3.1 Preparation 2–3 hours

- Decide the scope and boundaries of the review. For example, are you reviewing capability to conduct simple asset management or complex asset management functions, or both?
- Establish a team to conduct the review. It should include people with different levels and types of responsibility, plus a Project Team Leader to drive the process and an Executive Sponsor to provide high-level support.
- The Project Team Leader determines the timeframe of the review. He or she must set dates for discussion meetings and a deadline for producing an Improvement Plan and for communicating outcomes and recommendations.
- The Project Team Leader briefs participants to ensure that everyone's approach is consistent. By setting out ground rules about how information will be used, you establish trust and an open approach to the review.

### 3.2 Doing the review 1–2 hours

- Participants complete the questionnaire individually. They must also provide supporting evidence for their answers. This evidence is the most important part of their response as it explains why performance is strong or weak.

### 3.3 Collating the data 2 hours

- This is an administrative activity. Set out the raw scores on the spreadsheet provided in the Capability Review Report Kit.
- Collate the supporting evidence provided for each answer so the outcomes can be discussed.

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### 3.4 Reaching a consensus

2–3 hours

- The Project Team Leader holds a consensus meeting between all participants.
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- During this meeting, participants discuss what score they gave each question and why.
- 
- Based on this discussion, participants decide on a score consensus (not an average) for each question, taking into account all valid contributions. The Prompter Card (see item 5) helps participants focus on what factors they should consider when deciding what constitutes good practice.
- 
- The participants review and confirm the evidence for each question.
- 

### 3.5 Using the Capability Review Outcomes 2–3 hours

- The Project Team Leader (with administrative support) produces a Capability Review Report, using the template in the Capability Review Report Kit as a guide. This report shows the organisation's numerical score as well as summarising key strengths and areas for improvement.
- The Project Team Leader prepares an Improvement Plan, focusing on areas that are a priority for improvement (see the Capability Review Report Kit for a template). The plan can be incorporated into the organisation's existing business planning cycle and expressed as part of its annual Asset Management Plan.
- Submit the Improvement Plan to the Executive Sponsor, who signs it off.
- Communicate the Improvement Plan to all relevant people in the organisation.

### 3.6 Reviewing progress and internal benchmarking

- Check the organisation's progress against the Improvement Plan regularly. Such checks should be factored into the program.
- Conduct repeat Capability Reviews annually (or more frequently if required).

### 3.7 Reporting and benchmarking

- Agencies should provide an outline of their Capability Review and plans for improvement in their annual Total Asset Management Plans. These are submitted to the NSW Treasury each year as part of the funding submission.
- This will provide indicative information about the Total Asset Management capability of the NSW Government as a sector and will drive improvement across the sector by making performance measurable and transparent.

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## 4 The Capability Review Questionnaire – producing an outcomes report

A Capability Review will identify strengths as well as weaknesses in your organisation's asset management capability so that performance can be improved. You can highlight and address those areas that need improvement in the Capability Review Report (see the Capability Review Report Kit).

Each question in the Capability Review Questionnaire has space for participants to provide evidence to support their answer. This evidence is the most important part of the questionnaire. Participants should provide as much detail as they consider relevant to explain why they have given a certain answer.

Some questions give prompts about what sort of evidence to supply, but it's generally left up to participants to decide what is relevant. Participants discuss this evidence during the consensus meeting—the Prompter Card (see item 5) can help you ask the right questions when considering your responses during that meeting. The most relevant points are then entered in the Capability Review Report.

The agency should use this report to set priority areas for improvement and develop an Improvement Plan based on the template in the Capability Review Report Kit.

### 4.1 Obtaining a numerical score

The Capability Review Questionnaire uses a numerical scoring system to score participants' answers. This is a useful shorthand way to indicate areas of strength and areas where improvement is needed. It also helps an organisation monitor its performance over time. And by using the numerical score, your organisation can benchmark its outcomes against the best in New South Wales, particularly as the Tool becomes widely used and leading agencies emerge.

Sections 1 to 5 ask questions about the “enablers”: systems and processes that an organisation with best practice Total Asset Management in place should have considered to deliver the results required. Tick one of the boxes after each question based on your perception of what happens in your organisation. The possible answers are:

Description	Score
Don't know	0
No	1
Yes, but inconsistently	2
Yes, but could be improved	3
Yes. and achieve real benefits.	4
Yes, regarded as best practice.	5

Sections 6 to 9 ask questions about the results: your organisation's ability to actually deliver the outcomes in a number of key areas. The possible answers are:

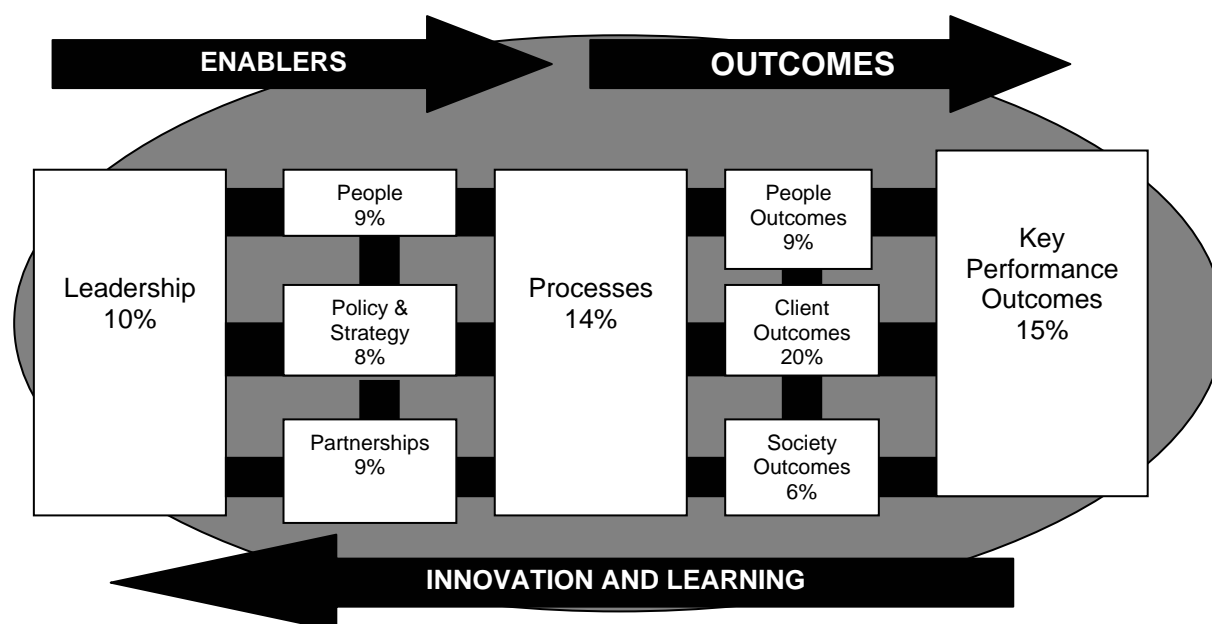
Description	Score
Don't know	0
No	1
Yes, but don't use the information	2
Yes, and can show improving trends	3
Yes, steady improvement over 3 years	4
Yes, excellent improvement over 5 years	5

If you answered questions by ticking the options that score 4 or 5, then these are the organisation's areas of strength and you can build on them. Identify why they are strengths: what is it that you are doing that makes them so effective? Can these practices be transferred to other areas that need improvement?

In those areas where you scored 0 to 3, you may decide to make improvements. To do this, work out priorities and make real, actionable plans to achieve the performance you require.

## 4.2 Scoring matrix

The EFQM Excellence Model has established weights for each of the nine sections in the Tool, as shown in the diagram below. The weights are based on research from a range of organisations into the factors that most affect good overall performance.



## 5. The Prompter Card

Each question in the questionnaire has space for evidence to support your answer. All participants discuss this evidence during the consensus meeting. The Prompter Card can help you consider your responses during that meeting.

### ENABLERS (Sections 1–5)

#### Processes

Are the processes:

- soundly based?
- focused on stakeholder needs?
- supporting the organisation’s policy and strategy?
- linked with other appropriate approaches?
- sustainable?
- innovative?
- flexible?
- measurable?

#### Implementation

Are the processes:

- implemented in all possible areas across the organisation?
- implemented to their full potential or capability?
- achieving all the planned benefits?
- systematic?
- understood and accepted by all stakeholders?
- measurable?

#### Assessment and Review

Are the processes and their implementation:

- measured for their effectiveness regularly?
- providing learning opportunities?
- compared with other organisations (eg, competitors, industry averages or “best in class”)?
- improved based on the results from learning and performance measures?

### RESULTS (Sections 6–9)

Do the results:

- cover all appropriate stakeholders?
- measure all the relevant approaches and deployment of approaches, and does the measuring use both perception and performance indicators?
- show positive trends or sustained good performance? If yes, for how long?
- have targets? If yes, are the targets achieved?
- include comparisons with other organisations (eg, competitors, industry averages or “best in class”)?
- compare well with other organisations?
- show a cause and effect link to approaches?
- measure a balanced set of factors both now and in the future?
- give a holistic picture?

## 6. The Capability Review Questionnaire

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	This is an integral part of our culture and operation and can be regarded as best practice.	<i>Evidence to support answer</i>
<p><b>1. LEADERSHIP</b></p> <p><b>Do managers lead by example in demonstrating the role and importance of Asset Management?</b></p> <p>(MANAGERS WILL BE IN THE BEST POSITION TO COMPLETE THIS SECTION BECAUSE OF THEIR OVERVIEW OF THE ORGANISATION'S PRACTICES. HOWEVER, ALL STAFF SHOULD ANSWER, GIVING THEIR PERCEPTIONS OF A GIVEN SITUATION.)</p>							
<p><b>1.1</b> Is your organisation's Executive Board or Executive Committee involved in defining or endorsing the organisation's Total Asset Management objectives?</p> <p><i>Eg, the Executive endorses Total Asset Management and is involved in development of Total Asset Management Plans</i></p>							
<p><b>1.2</b> Are your organisation's Total Asset Management activities aligned to its overall strategic objectives?</p> <p><i>Eg Total Asset Management objectives are clearly linked to objectives in the corporate and the Results and Services Plan.</i></p>							
<p><b>1.3</b> Are managers with responsibility for the agency's asset management aware of the organisation's strategies and procedures for Total Asset Management?</p>							

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	<b>This is an integral part of our culture and operation and can be regarded as best practice.</b>	<i>Evidence to support answer</i>
<b>1.4</b> Do managers comply with the organisation's asset management procedures? <i>Eg, the results of internal audits could show this.</i>							
<b>1.5</b> Do managers make ongoing improvements to the agency's asset management practices?							
<b>1.6</b> Do managers take a role in managing stakeholders? <i>Eg clients, staff, partners, service providers etc.</i>							
<b>1.7</b> Do managers treat Total Asset Management as having an important role within the organisation? Eg, staff attend conferences, are kept informed of the agency's service delivery focus and are made aware of new trends / initiatives.							
<b>1.8</b> Do managers update and improve their own Total Asset Management capability?							

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	<b>This is an integral part of our culture and operation and can be regarded as best practice.</b>	<i>Evidence to support answer</i>

**2. POLICY AND STRATEGY**

What asset strategies does your organisation have? How are they developed?

(MANAGERS WILL BE IN THE BEST POSITION TO COMPLETE THIS SECTION BECAUSE OF THEIR OVERVIEW OF THE ORGANISATION'S PRACTICES. HOWEVER, ALL STAFF SHOULD ANSWER, GIVING THEIR PERCEPTIONS OF A GIVEN SITUATION.)

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	<b>This is an integral part of our culture and operation and can be regarded as best practice.</b>	<i>Evidence to support answer</i>
<b>2.1</b> Does your organisation have an Asset Strategy? <i>Eg. An assessment of the asset base it requires and can resource to deliver the services agreed by government, addressing risks the assets may pose to service delivery.</i>							
<b>2.2</b> Is the Asset Strategy consistent with the NSW Government's Total Asset Management requirement? <i>Eg. Is it aligned with the agency's Results and Services plan and has Capital Investment, Asset Maintenance, Asset Disposal and Office Accommodation integrated with it.</i>							
<b>2.3</b> Does your organisation prepare a Service Delivery Strategy? <i>Eg. Detail of the service and how it will be delivered.</i>							
<b>2.4</b> Does your organisation have Asset Management guidelines? <i>Eg. Agency asset management guidelines, ,procedures, delegation manual etc.</i>							
<b>2.5</b> Are those Asset Management guidelines and supporting documents consistent with the NSW Government's Total Asset Management requirements?							

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	<b>This is an integral part of our culture and operation and can be regarded as best practice.</b>	<i>Evidence to support answer</i>
2.6 Do the Asset Management guidelines address environmental, regional and social considerations?							
2.7 Does your organisation prepare an Annual Total Asset Management Plan?  <i>Eg. Asset Strategy and integrated Capital Investment, Asset Maintenance, Asset Disposal and Office Accommodation Strategic Plans.</i>							
2.8 Do the Asset Management guidelines clearly indicate when risk assessments are required?  <i>Eg. Where assets impose risks to current or future service delivery.</i>							
2.9 Does your organisation periodically review its asset management practices, taking into account changes in overall resource levels and stakeholder's expectations?							
2.10 When reviewing its asset management practices, does the organisation take new Total Asset Management and Budget planning approaches into account?  <i>Eg. Asset Strategy reporting, integration of the Asset Strategy with Results and Service Plans.</i>							

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	This is an integral part of our culture and operation and can be regarded as best practice.	<i>Evidence to support answer</i>
<p><b>2.11</b> Does your organisation communicate its asset management practices, including internal procedures on delegation and authority, to staff? Eg. Staff know the Key Performance Indicators and related corporate and asset outcomes</p>							
<p><b>3. PEOPLE</b></p> <p><b>Does your organisation have people with Total Asset Management skills and experience? Does the organisation provide the right environment to develop their capability?</b></p> <p>(ALL STAFF SHOULD COMPLETE THIS SECTION.)</p>							
<p><b>3.1</b> Does your organisation attract and retain people who understand Total Asset Management and have asset management skills and experience? Eg. Specialist project managers in charge of asset management programs, appropriate planning, assessment and procurement skills.</p>							
<p><b>3.2</b> Are people responsible for asset management given the freedom and support they need to work as effectively as possible? Eg. Act on their own initiative, cooperate within their teams and across functions, work creatively and innovatively etc</p>							

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	<b>This is an integral part of our culture and operation and can be regarded as best practice.</b>	<i>Evidence to support answer</i>
<b>3.3</b> Do staff responsible for asset management have detailed performance measures that are linked to overall organisational objectives?							
<b>3.4</b> Are staff responsible for asset management competent in the key aspects of measuring performance? This includes asset planning, tendering, leasing, evaluating tenders, managing contracts and disposal of assets.							
<b>3.5</b> Are there training programs for staff responsible for asset management?  <i>Eg. Internal or external programs or formal systems of knowledge transfer.</i>							
<b>3.6</b> Are staff encouraged to pursue other professional development opportunities, not including training?  <i>Eg. Involvement in corporate and asset planning, attend conferences on asset management issues, membership of relevant associations</i>							

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	This is an integral part of our culture and operation and can be regarded as best practice.	<i>Evidence to support answer</i>
<p><b>3.7</b> Are staff responsible for asset management encouraged to liaise and network with stakeholders?</p> <p><i>Eg. Network with other agencies to develop benchmarks, liaise with financial and service delivery planners to appreciate resource allocation challenges.</i></p>							
<p><b>4. PARTNERSHIPS</b></p> <p><b>Does your organisation create beneficial partnerships within the agency as well as with other agencies, and stakeholders to achieve the best Total Asset Management outcomes?</b></p> <p>(MANAGERS WILL PROBABLY BE BEST EQUIPPED TO ANSWER THE QUESTIONS ABOUT STRATEGIC RELATIONSHIPS. OTHER STAFF MAY HAVE A BETTER SENSE OF WHAT HAPPENS AT A DAY-TO-DAY LEVEL.)</p>							
<p><b>4.1</b> Do managers with asset management responsibility manage their relationships with key stakeholders to ensure that they get the best possible <i>outcomes</i>?</p>							
<p><b>4.2</b> Do staff with asset management responsibility develop their relationships with key stakeholders to ensure they get the best possible <i>outcomes</i>?</p>							

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	<b>This is an integral part of our culture and operation and can be regarded as best practice.</b>	<i>Evidence to support answer</i>
<b>4.3</b> Does your organisation pursue long-term, mutually beneficial relationships with stakeholders?							
<b>4.4</b> Does your organisation have mechanisms to share good asset management practice with other organisations? Eg. Participate in networks and cross-Government working groups on Total Asset Management issues, share best value deals etc.							
<b>4.5</b> Does your organisation aggregate its asset management needs with other agencies? Eg. Inter-agency working parties to manage Total Asset Management planning, joint agency contracting, Joint use of facilities.							
<b>5. PROCESSES</b> <b>What asset management processes does your organisation have in place to manage assets effectively?</b> (All Staff should complete this section.)							

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	<b>This is an integral part of our culture and operation and can be regarded as best practice.</b>	<i>Evidence to support answer</i>
<b>5.1</b> Has your organisation defined the asset management processes necessary to attain its objectives? Eg. Asset Management guidelines on asset planning, value management, risk management, implementation, performance measurement and reporting.							
<b>5.2</b> Does your organisation prepare a business case for each major, complex or strategic asset management proposal?							
<b>5.3</b> Is there a specific commitment to improving processes in your organisation?							
<b>5.4</b> Do you have an established mechanism in place to communicate good asset management practice in one area of the organisation to other areas where the practice can be adopted?							
<b>5.5</b> Has your organisation automated any of its asset management processes to improve efficiency? <i>Eg. Internet for data transfer and reporting, advanced asset condition and reliability assessment techniques.</i>							

ENABLERS	Don't know	No	Yes, but inconsistently	Yes, but could be improved	Yes. This is recognised as the way we do business and we achieve real benefits.	<b>This is an integral part of our culture and operation and can be regarded as best practice.</b>	<i>Evidence to support answer</i>
<p><b>5.6</b> Are your clients, service providers, partners and other stakeholders consulted and involved in improving Total Asset Management processes?</p> <p>Eg. Consult with people in the organisation so they understand objectives of their performance; ensure that results are communicated to them and to the community.</p>							

RESULTS	Don't know	No	Yes, but we don't use the information	Yes, and we can show improving trends	Yes, and we can show steady improvement over 3 years	Yes, and we can show excellent improvement over 5 years	Evidence to support answer
<p><b>6. CLIENT RESULTS</b></p> <p><b>Is your organisation meeting your clients' needs? How do you know this?</b></p> <p>(All staff should answer this question, although you may not need to answer all questions. The section is split into two parts, covering internal and external clients. If your organisation only measures performance on its own behalf, simply complete questions 6.1-6.7. If your organisation measures performance for another organisation (eg. cross-agency programs) you should also answer questions 6.8-6.14. The score will be adjusted accordingly.)</p>							
<b>INTERNAL CLIENTS</b>							
<p><b>6.1</b> Does your organisation have systems and measures to assess stakeholder satisfaction with asset management service delivery?</p> <p>Eg. Satisfaction surveys, benchmarks or project-specific post-implementation reviews.</p>							
<p><b>6.2</b> Are your clients' views consistent with your organisation's views of its asset management services?</p>							
<p><b>6.3</b> Does your organisation have any targets for client satisfaction with asset management or any objectives to improve these targets?</p> <p><i>Eg. Service level agreements.</i></p>							
<p><b>6.4</b> Are these targets being met?</p>							
<p><b>6.5</b> Does your organisation have an effective system to handle and resolve complaints quickly?</p>							
<p><b>6.6</b> Does your organisation analyse complaints and make appropriate improvements?</p>							
<p><b>6.7</b> Does your organisation provide client service training for staff?</p>							

RESULTS	Don't know	No	Yes, but we don't use the information	Yes, and we can show improving trends	Yes, and we can show steady improvement over 3 years	Yes, and we can show excellent improvement over 5 years	Evidence to support answer
<b>EXTERNAL CLIENTS</b>							
<b>6.8</b> Does your organisation have systems and measures to assess client satisfaction with asset management delivery? <i>Eg. Satisfaction surveys, benchmarks or project-specific post-implementation reviews.</i>							
<b>6.9</b> Are your clients' views consistent with your organisation's views of its asset management services?							
<b>6.10</b> Does your organisation have any targets for client satisfaction with asset management or for improving these targets? <i>Eg. Service level agreements.</i>							
<b>6.11</b> Are these targets being met?							
<b>6.12</b> Does your organisation have an effective system to handle and resolve complaints quickly?							
<b>6.13</b> Does your organisation analyse complaints and make appropriate improvements?							
<b>6.14</b> Does your organisation provide client service training for staff?							
<b>7. PEOPLE RESULTS</b>							
<p><b>Do staff with Total Asset Management responsibility feel they are valued and cared for, and that their needs are properly addressed?</b> (Non management staff are likely to have the greatest input into this section. However managers should also give their perspective).</p>							

RESULTS	Don't know	No	Yes , but we don't use the information	Yes, and we can show improving trends	Yes, and we can show steady improvement over 3 years	Yes, and we can show excellent improvement over 5 years	Evidence to support answer
7.1 Are staff responsible for asset management given opportunities to learn and develop their asset management expertise?							
7.2 Do staff responsible for asset management get appropriate support, coaching and training when they need it?							
7.3 Do you have evidence that gaining asset management experience is seen as important by people in your organisation? <i>Eg, as a factor in furthering your career.</i>							
7.4 Is there a career path for staff responsible for Total Asset Management in your organisation?							
<b>8. SOCIETY RESULTS</b>  <b>How do the asset management activities and investment of your organisation support its service delivery objectives? This includes whole-of-Government objectives such as economic, regional development, social and environmental outcomes.</b>  <i>(MANAGERS MAY BE IN THE BEST POSITION TO COMPLETE THIS SECTION BECAUSE OF THEIR OVERVIEW OF THE ORGANISATION'S PRACTICES. HOWEVER, ALL STAFF SHOULD GIVE THEIR INPUT.)</i>							
8.1 Does your organisation measure the impact of its asset management on the locality where it operates?  Eg, in terms of regional development, social and environmental considerations and outcomes.							

RESULTS	Don't know	No	Yes, but we don't use the information	Yes, and we can show improving trends	Yes, and we can show steady improvement over 3 years	Yes, and we can show excellent improvement over 5 years	Evidence to support answer
<p><b>8.2</b> Does asset management have a positive impact on local communities in terms of work and business opportunities?</p> <p><i>Eg, create job opportunities, particularly in regional areas; maximise opportunities for small- to medium-sized enterprises; Aboriginal employment.</i></p>							
<p><b>8.3</b> Are your organisation's asset management practices consistent with those promoted by regulatory bodies? This includes ethical, OH&amp;S, environmental and social practices.</p> <p><i>Eg, the Environmental Protection Agency, WorkCover NSW, the Independent Commission Against Corruption.</i></p>							
<p><b>8.4</b> Does the organisation enforce requirements for safety, quality and sustainability on its service providers?</p> <p><i>Eg. These requirements are included in tender documents, contracts and service provider performance mechanisms.</i></p>							
<p><b>9. KEY PERFORMANCE RESULTS</b></p> <p><b>Can your organisation demonstrate its asset management performance to clients and/or other stakeholders who have an interest in the operation?</b>  (MANAGERS MAY BE IN THE BEST POSITION TO COMPLETE THIS SECTION BECAUSE OF THEIR OVERVIEW OF THE ORGANISATION. HOWEVER, ALL STAFF SHOULD RESPOND TO INDICATE AWARENESS OF PERFORMANCE OUTCOMES).</p>							
<p><b>9.1</b> Does your organisation have measures that demonstrate the cost-effectiveness and efficiency of its asset management activities?</p>							

RESULTS	Don't know	No	Yes, but we don't use the information	Yes, and we can show improving trends	Yes, and we can show steady improvement over 3 years	Yes, and we can show excellent improvement over 5 years	Evidence to support answer
<p><b>9.2</b> Does your organisation have measures that demonstrate the contribution that its asset management activities make to the overall operation of the agency?</p> <p><i>Eg. Savings, better service delivery outcomes, post-implementation reviews, benefit-realisation assessments etc.</i></p>							
<p><b>9.3</b> Does your organisation monitor the actual outcomes of its major, complex or strategic asset management decisions against expected outcomes at key points in the asset management process?</p> <p><i>Eg. Key reviews during the life cycle of the procurement decision-making process, Gateway Review outcomes etc.</i></p>							
<p><b>9.4</b> Does your organisation have indicators in place that will predict future performance in key areas of asset management activity?</p> <p><i>Eg. Potential savings or efficiency opportunities identified as a result of aggregation or e-procurement initiatives.</i></p>							
<p><b>9.5</b> Does the organisation monitor the outcomes of any improvements it makes?</p> <p><i>Eg. Savings from rationalisation of ordering and delivery, better response to tenders due to e-tendering etc.</i></p>							
<p><b>9.6</b> Does the organisation monitor and assess the benefits of working with partners and service providers?</p> <p><i>Eg. Share innovative ideas by participating in cross-agency networks.</i></p>							