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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
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ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

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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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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.