



# **ENDORSED ASSESSOR SCHEME SCOPE AND REQUIREMENTS REVISED**

## **1 Introduction**

As part of the IAM's mission to promote and support good asset management practice, the IAM has established the Endorsed Assessor Scheme for organisations that carry out services to assess the capability of asset management systems. The IAM issues certificates to organisations that are endorsed under this scheme as "Endorsed Assessors" (EAs).

The IAM publishes details of endorsed assessors and makes information readily available to the public as well as members. Within the terms of the scheme, EAs are entitled to use IAM logos, marks and other devices for promotional purposes provided this is agreed in writing.

To be awarded an IAM Endorsed Assessor certificate and to retain it, an EA must satisfy the IAM that the requirements of the scheme are met and provide regular monitoring returns.

This document describes the scheme and sets out requirements. It is intended to assist organisations and individuals who wish to be endorsed as assessors and it is used by the IAM as the principal reference for managing the scheme.

It supersedes the following documents:

- The IAM Endorsed Assessor Scheme (Feb 2015)
- The IAM Endorsed Assessor Scheme Schedule of Requirements (Feb 2015)

## **2 Scope**

The endorsed assessor scheme is applicable to assessments of asset management systems. The following standards may be used as the basis of assessment:

- ISO 55001
- PAS55

In addition, the scheme includes assessment of asset management good practice aligned to the IAM Anatomy and GFMAM Asset Management Landscape subjects up to level 3 (competence). The following IAM publications may be used as the basis of assessment for this purpose:

- Asset Management Maturity Scale and Guidance
- Asset Management – an anatomy

(Note the current versions of these documents are available via the IAM website)

### 3 General

The IAM appoints assessment providers that have met the requirements of the scheme to the status of Endorsed Assessor (EA). The IAM reserves the right to independently verify that the requirements of the EA scheme are being met and that assessments achieve the standard required.

Endorsement is confirmed by the award of a certificate which remains valid for 5 years, conditional on the EA providing a satisfactory annual return to the IAM and the payment of scheme fees.

After the 5-year period EAs will need to renew their endorsement, at which point the IAM may wish to revisit evidence to confirm that requirements are still being met.

In addition, the IAM retains a register of endorsed assessors who meet the IAM's criteria. To be an endorsed assessor, an individual needs to be working for (one or more) endorsed organisations and to meet requirements of qualifications and experience as set out in Appendix A of this document. Endorsed assessors will only be added to the register once the IAM has validated their qualifications and experience.

The IAM must be advised of substantive changes made by the EA to their organisation, procedures or personnel that are relevant to the assessment services, including changes to endorsed assessors. Notification may be achieved by providing relevant information at the time of the annual return. Changes to the register of endorsed assessors can be submitted at any time, to enable EAs to utilise newly appointed and newly qualified staff.

The IAM reserves the right to discontinue the endorsed status of an EA if the IAM determine that the organisation no longer meets the criteria for endorsement.

The IAM can endorse an organisation for:

- Gap analysis
- Certification against ISO55001

**Gap analysis** is a consultancy service to provide a client with an assessment of their current maturity against a recognised standard or framework. Gap analysis is intended to provide a basis for developing improvement programmes for an asset management system. This is often part of a programme to achieve a certificate of conformance but can also be used for continual improvement beyond the level described as competent in the IAM's maturity scale. The scope of the scheme does not include endorsement of any associated consultancy to assist clients in developing or improving their asset management system, but it should be noted that if such work is carried out by an EA then it cannot subsequently carry out a certification audit.

**Certification** is an auditing service which will result in a report to the client of describing the level of conformity against ISO55001. If the requisite level across all requirements is achieved, a certificate of conformity may be awarded. The scheme is intended to provide confidence that asset management systems that receive a certificate of conformity achieve their intended purpose and are effectively implemented.

The IAM endorses guidance on auditing practice as described in ISO 19011 and ISO 17021:2011 including the specific asset management competency requirements set out in ISO 17021-5. These requirements have been considered and included as appropriate in drawing up this document.

The IAM has published a Self Assessment Methodology (SAM) which provides both guidance and an application tool intended to enable organisations to assess their own asset management system and develop improvement programmes, which may include internal auditing as required by ISO 55001. The SAM methodology uses the IAM's maturity scale.

EAs may use the SAM methodology and question set as the basis for assessments for both gap analysis and certification, and this will be accepted as meeting the requirements of the scheme. Additional and supplementary questions may be used which are consistent with the requirements set out in the relevant standards (ISO55001 or PAS55) or the Asset Management Maturity Scale and Guidance.

EAs may use an alternative methodology or question set provided it can be demonstrated to the IAM to be at least as good as the SAM for this purpose. In this case the prospective EA must make clear its approach and bears the burden of proof for the equivalence to be demonstrated in its application.

## **4 Requirements**

EAs must be corporate members of the IAM and agree to abide by the IAMs Code of Practice for Endorsed Assessors.

Applicants for the Endorsement Assessment scheme are required to provide:

- A completed and signed IAM EA Scheme application form (Application Form for the Endorsed Assessor Scheme).
- Documented evidence to support the submission, accompanied by a schedule and description of the evidence. This will normally be in the form of electronic copies of the EAs internal procedures, and any relevant certificates of compliance to quality assurance or other standards.
- A spreadsheet (EA Scheme CR) which identifies assessors to be submitted for the endorsed assessor register.
- CVs for all submitted assessors.

The application form requires the applicant to demonstrate how requirements for the scheme will be achieved and to identify where evidence is provided. The following table describes the requirements aligned to application form contents and provides notes and guidance to assist in interpretation.

When completing the form, the EA should cross reference to their own relevant controlled documentation.

Section	Requirements	Notes and guidance
Part 1		
Sections 1 - 6 Administrative details of the Applicant Organisation.	Company details Corporate membership details Contact details Scope of services Submitted material schedule Legal entity	<ul style="list-style-type: none"> <li>• The IAM will record this information for the scheme administration.</li> <li>• A schedule of materials should be submitted and confirm agreement that such material may not be returned.</li> <li>• Legal entity required for clarification of the responsibility for assessment activities.</li> </ul>
Part 2		
7. Organisation Structure	<p>a) EA must identify organisational structure, management and accountabilities related to asset management assessment.</p> <p>b) EA must demonstrate that risk associated with assessments have been adequately assessed and controlled.</p>	<p>a) Normally achieved with an organisational chart and documented roles and responsibilities.</p> <p>b) The risk assessment process should be documented, often as part of management system. Relevant insurance certificates or references should be provided.</p>
8. Existing accreditation(s) as a Certification Body	<p>For certification services the scheme requires that assessment processes are in place which are adequate to assure that the requirements of standards are achieved. The process for assessment should be objective, rigorous, controlled and documented.</p> <p>If the EA has already been accredited by a National Accreditation Body as a Certification Body under ISO 17021 and the EA confirms the same processes will be applied for asset management assessments this will be accepted by the IAM as evidence.</p>	Provide current certificates of accreditation under ISO 17021 as an assessment body and a statement confirming the same processes are to be used if the scope of the certificate is for a management standard other than ISO 55001.

Section	Requirements	Notes and guidance
9. Management of assessment activities	<p>a) It is a requirement of the scheme that EAs have a management system in place to ensure control and consistent standards for assessment and certification processes under the scheme.</p>	<p>a) Many EAs will have management systems which may be certified under ISO 9001 for the control of activities. Certification under an ISO is not required by the IAM for the scheme, but if it exists it should be referenced as evidence. The IAM will verify that scope of the system, control and documentation is adequate. This will include control of documentation and records. Provide either electronic copies of relevant management system documents, (controlled) access for the IAM to the live system or screenshots for validation purposes.</p>
	<p>b) Resources used for assessment should be appropriate and consider the nature and scale of the organisation being assessed</p>	<p>b) Describe how this is achieved and reference where this is achieved in the management system.</p>
	<p>c) Persons carrying out reviews and audits must meet the competency requirements of the scheme. Competency requirements for the scheme are described in APPENDIX A of this document. For certification services, the EA scheme requires that a minimum of two endorsed assessors are used for each assessment.</p> <p>For gap analysis assessments a minimum of two assessors is still required but, in this case, only the lead assessor requires to be endorsed under the scheme provided that he/she has overall responsibility for technical assurance of the assessment and supervision of any other resources.</p>	<p>c) Describe how the EA ensures that personnel have adequate competencies, with reference to relevant processes and copies of any relevant procedures including training and assessment. This will include endorsed assessors and additional resources such as technical experts.</p> <p>Note that endorsed assessors carrying out assessment for maturity levels beyond ISO conformance require to be Asset Management Professionals.</p>

Section	Requirements	Notes and guidance
	<p>d) The EA must ensure that duties, responsibilities, and authorities of relevant staff are defined and understood.</p>	<p>d) Describe how this is achieved. This should be documented in the management system, including the means of ensuring communication and understanding.</p>
<p>9. Management of assessment activities (continued)</p>	<p>e) Processes for both gap analysis and certification should follow the requirements of ISO 17021:2015 or as a minimum follow the guidance of ISO 19011.</p> <p>Steps expected are:</p> <ul style="list-style-type: none"> <li>• Information exchange between EA and Clients</li> <li>• Assessment programme/plan</li> <li>• Assessment team selection and assignments</li> <li>• Determining sampling requirements</li> <li>• An approach to determining, checking, and recording assessment time</li> <li>• Conducting on-site assessment</li> <li>• Assessment report</li> <li>• Effectiveness of corrections and corrective actions</li> <li>• Application review</li> <li>• Complaints</li> <li>• Records of applicants and clients</li> </ul> <p>f) The performance of assessors should be monitored, and where necessary corrective actions should be taken. This includes on-site observation, review of audit reports and feedback from clients or the market.</p>	<p>e) Describe how each of these processes is achieved with reference to the supporting documents. If these steps are not followed the EA should provide an explanation and identify how the equivalent rigour and control is achieved. The IAM will review and validate submissions using the criteria of good practice and requirements set out in the ISO standards.</p> <p>f) Describe how assessors and reports are monitored and actioned. This should be part of the management system – refer to relevant sections.</p>

<p>10. Assessment methodology</p>	<p>The methodology used for assessment should either be the IAM's self-assessment methodology (SAM) and associated tool or an alternative methodology which is at least as good as SAM</p>	<p>a) If SAM is being used as the basis of the assessment this should be stated ('yes' response to section a). Where an equivalent tool is being used which uses the same questions, responses, and maturity scale this will be accepted as an application of the SAM approach (answer 'yes' in section (a)). This should be referenced in the management system.</p> <p>b) If SAM is not being used the burden of proof is with the EA to demonstrate that the standard of assessment is at least as good as SAM. In this case full documentation of the methodology should be provided with adequate information and documentation of the tool being used to allow the IAM to validate the approach.</p> <p>The IAM will review the approach to ensure that the scope and associated criteria are consistent with the standard or framework against which the assessment is being made.</p> <p>It is expected that assessments will include not only the use of the SAM as a questionnaire but also examination of records and other evidence to provide verification of the responses provided by the client.</p>
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Section	Requirements	Notes and guidance
11. Applicants Personnel	a) Personnel records including relevant qualifications, training, experience, affiliations, and professional status should be maintained by the EA.	a) Explain how this is achieved and provide evidence. This may require the provision copies of relevant HR procedures.
	b) Individuals to be used as assessors should meet the competence requirements of this scheme and these will be added to the IAM's register of competent resources.	<p>b) Spreadsheet EA Scheme CR requires to be completed for every assessor to be endorsed, supported by their CV.</p> <p>The IAM will review the submissions and endorse personnel that meet the requirements.</p> <p>Copies of the records in the register of endorsed assessors will be made available to EAs. EAs are encouraged to include any additional staff who are being used as additional resources particularly those who are in training.</p>

Section	Requirements	Notes and guidance
<p>12. External and Contracted Resources</p>	<p>If resources are used outside the organisation, then the scheme requires that controls are in place to ensure that the processes followed, and the resources used will match the procedures and other controls described in the submission.</p> <p>The scheme also requires that client confidentiality and potential conflicts of interest are managed, supported by appropriate legally enforceable controls.</p> <p>Responsibility for certification including granting, maintaining withdrawal and any modification of certificates remains with the EA.</p>	<p>a) If subcontractors are not used, then this can be stated, and no further information is required.</p> <p>b) If subcontractors are used, then explain the scope of their work and how subcontractors will be used.</p> <p>c) Evidence of a legally enforceable agreement between parties is required including management of confidentiality and conflict of interest with each person providing outsourced services. Evidence and confirmation statements are required that external personnel will comply with the requirements of the scheme and submitted policies and processes of the EA, and that responsibility for quality management and certification remains with the EA.</p>
<p>13. Management of impartiality</p>	<p>The scheme requires that EAs are committed to impartiality when carrying out gap analysis and certification activities, and that this is enforced and controlled.</p> <p>It is permissible for an EA to undertake gap analysis and subsequent certification of an organisation against a standard, unless the scope of the certification audit includes assessment of activities that the EA has developed or improved as a consultancy service to the client.</p>	<p>a) Provide a statement confirming the EA's commitment to impartiality while undertaking gap analysis and certification activities. This should refer to relevant support documentation such as a documented policy statement.</p> <p>b) Describe how impartiality and objectivity are achieved, this should be described in the management system.</p> <p>c) Where any part of the same or related legal entity provides both gap analysis / consultancy and certification services, provide documentary evidence to demonstrate how impartiality will be maintained.</p>

Section	Requirements	Notes and guidance
14. Certification Services	a) A legally enforceable agreement must be in place between the EA and clients for provision of certification activities.	a) Provide confirmation and identify process that achieves this (normally achieved via terms of engagement and associated contracts). Must cover all sites covered within the scope of the certificate.
	b) Certification requires additional steps/processes to those identified in section 8. The minimum additional requirements are: <ul style="list-style-type: none"> <li>• Initial certification audit and information review</li> <li>• Surveillance audits</li> <li>• Maintaining certification</li> <li>• Recertification audit</li> <li>• Method for dealing with extensions to scope</li> <li>• Short notice audits to deal with complaints</li> <li>• Process for suspending, withdrawing or reducing scope of certification</li> <li>• Appeals</li> </ul>	b) Describe how each of these processes is achieved with reference to the supporting documents. If these steps are not followed the EA should provide an explanation and identify how they differ. The IAM will review and validate submissions.
	c) Certification will be the responsibility of the EA	c) Confirm this is the case and identify how this is formally managed.

Section	Requirements	Notes and guidance
14. Certification Services (continued)	<p>d) Certificates must only be awarded after successful assessment and evaluation, and must identify the following:</p> <ul style="list-style-type: none"> <li>• The name and geographic location of each Client whose asset management system is certified (or the geographic location of the headquarters and any sites within the scope of a multi-site certification)</li> <li>• The dates of granting, extending or renewing certification.</li> <li>• The expiry date or recertification due date consistent with the recertification cycle;</li> <li>• The scope of certification with respect to the asset management activities, as applicable for the locations named</li> <li>• The name, address and certification mark of the EA</li> <li>• Other marks may be used provided they are not misleading or ambiguous</li> <li>• Any other information required by BSI PAS 55:2008 or ISO 55001:2014 as appropriate (or updated versions of these standards)</li> </ul>	<p>d) Confirm and reference relevant parts of EAs management system. Provide example template for certificate – these require to be agreed for use under the scheme by the IAM.</p>

Section	Requirements	Notes and guidance
14. Certification Services (continued)	<p>e) A directory must be maintained of valid certifications including name, location, date awarded and reference number.</p> <p>EAs must agree to provide the IAM with information on request about certifications granted, suspended or withdrawn.</p> <p>EAs must agree to providing results of gap analysis and certification assessments.</p> <p>EAs must agree to allow the IAM to the use of non-confidential and anonymised statistics derived from this information at the IAM's discretion.</p>	<p>e) Application requires these requirements to be confirmed.</p>
15. Use of branding and marks	<p>a) A policy should be in place governing any mark that the EA authorises a Client to use and this is traceable to the EA</p> <p>b) The EA must demonstrably exercise control of ownership and shall take action to deal with incorrect references to certification status or misleading use of certification documents, marks or assessment reports and branding related to this Scheme.</p> <p>c) The EA will not permit the Client to use directly any aspect of the IAM's brand or marks to which it is not entitled. (The use of an EA by a Client does not confer any approval or other IAM relationship thereby.)</p>	<p>This requirement is in place to ensure that the IAM's own brand, including logos and marks associated with the scheme are controlled, and in particular that they are not inappropriately used by clients.</p> <p>The requirements need to be confirmed in the application, with reference to relevant documented controls.</p>
16. Responsiveness to complaints	<p>A complaints procedure must be in place covering the scope of the services endorsed, and the IAM must be provided access to relevant information on request.</p>	<p>Confirm with reference to the relevant part of the management system.</p>

## 5 Administration and Management of the Scheme

### 5.1 Scheme Governance and Information Management

The Endorsed Assessor Scheme has been developed in close consultation with IAM membership, including patrons. Any changes to the scheme will be agreed following consultation as appropriate.

The Board have overall responsibility for approving the requirements of the scheme including technical requirements and fees. The Board may delegate responsibility to working parties and individuals for the purposes of developing and improving the scheme.

The Head of Operations has overall accountability for the administration and management of the scheme.

A Technical Assessor will be appointed by the IAM, who is an appropriately qualified and experienced Asset Management Professional. The Technical Assessor will be responsible for assessing and validating that applications for Endorsed Assessor status meet the technical criteria of the scheme, for reviewing annual returns and agreeing any changes. In the event of a dispute, the Head of Operations will progress resolution, seconding as appropriate alternative technical resources from within the IAM.

The IAM have an information policy in place which covers the scope of this scheme which aligns to legal and other requirements. The IAM will therefore manage all information collected and reviewed in relation to operating this scheme in accordance with the Guide to UK General Protection Regulation (GDPR) and will specifically ensure that any information provided is used for the purpose agreed and not shared or used for any other purpose. All personnel whether directly employed or contracted to provide services to support this scheme will be required to sign appropriate non-disclosure agreements and ensure that information is stored and used in accordance with these requirements.

The scheme is advertised and managed via the IAM's website and associated portal. Information relating to the scheme including this guide and related policy, guidance and forms will be made maintained and made available on the website. Fees relating to the scheme will be published on the website, and any changes notified to EAs.

The IAM manage records of information relating to administration of the scheme including details of EAs, annual returns and a register of endorsed assessors on a database which is managed on a secure SharePoint website.

### 5.2 Application Process

- 1) Review the Schedule of Requirements.
- 2) Complete the Application Form and submit to [EA@theIAM.org](mailto:EA@theIAM.org). The applicant will be provided with details of a secure cloud storage folder to upload supporting documentation for their application.
- 3) The applicant will receive an invoice for their application fee. (If not already an IAM Member, they will also receive an invoice for membership.)
- 4) The applicant will then be required to upload your application's supporting documents to the allocated cloud storage folder and make payment for the application fee.
- 5) The application will be assessed and, if successful, the applicant will receive an appointment letter and EA appointment fee invoice

- 6) The applicant will receive an invoice for their annual EA subscription. Once the payment has been received, they will be issued with a Certificate of Endorsement, and be added to the IAM Listings.

### 5.3 Annual Returns

EAs are required to make an annual return to the IAM using form IAM EA scheme annual return.

The IAM will initiate the annual return process, by emailing the EA and providing details of an allocated cloud storage folder for information to be securely returned to the IAM. This storage folder will initially be populated with a blank annual return and a summary of registered endorsed assessors currently listed against the EA. Where mutually agreed an alternative means of secure exchange of information may be used.

This includes an embedded spreadsheet to be completed with details of all assessments and certifications carried out under the scheme in the 12 months up to the return.

Any changes to the assessment process should be agreed with the IAM before implementation, supported by appropriate documented evidence. The annual return should be used to confirm any changes.

Similarly, the annual return will confirm any changes to assessors, noting that they cannot be included in assignments as endorsed assessors until this status is agreed with the IAM. An embedded spreadsheet is included with the form which should be completed for any changes not previously notified.

The IAM will review the information provided at annual return and update as appropriately their records including the register of endorsed assessors.

Provided that the IAM is satisfied with the return, and the relevant fees paid the EA endorsed status will be confirmed for a further year.

### 5.4 Periodic Renewal

The EA will be required to renew their endorsement every 5 years. The renewal process requires the EA to complete form IAM EA Scheme 5yr Renewal Assessment. This form follows the structure and content of the initial application form, but only requires the EA to provide completion of details accompanied by relevant evidence for any changes since the last successful renewal or application. The IAM also require updated electronic copies of any documents that have been reviewed/updated associated with the management of the scheme.

At renewal the annual return form also needs to be completed, including information of any changes to assessors as described above in 5.3.

## 6 References

### Standards:

ISO55001:2014 Asset Management – Management systems – Requirements

PAS55:2008 Asset Management – Specification for the optimized management of physical assets

ISO/IEC 17021-1:2015 – Conformity assessment

ISO/IEC TS 17021-5:2014 Conformity assessment –Requirements for bodies providing audit and certification of management systems – Part 5 requirements for auditing and certification of asset management systems.

ISO 19011:2018 – Guidelines for auditing management systems

### Other reference documents:

ISBN 978-0-9871799-2-0 The Asset Management Landscape Second Edition March 2014 (Published by the Global Forum on Maintenance and Asset Management)

### IAM Publications:

Asset Management Maturity Scale and Guidance Version 1.0 2015

Asset Management – an anatomy Version 3

Self Assessment Methodology +

IOAM Code of Practice Endorsed Assessors 2015

### IAM Forms:

IAM EA scheme application form Ver3 Feb 2015

IAM EA scheme 5 year renewal application form ver1 Dec 2021

IAM EA scheme annual return ver 1 Dec 2021

\*Spreadsheet EA Scheme AR Dec 2021 (Endorsed Assessor Scheme – record of assessments undertaken in previous 12 months)

\*Spreadsheet EA Scheme CR Dec 2021 (Endorsed Assessor Scheme – Register of Competent Resources)

Note \* are embedded documents within IAM EA scheme annual return ver 1 Dec 2021

(Note scheme documentation is subject to regular review, current versions published via the IAM web pages and SharePoint to scheme members and new applicants)



# **Appendix A – EA Scheme Competency Requirements**

## **Overview**

The scheme requires that Endorsed Assessors hold qualifications recognised by the IAM in asset management, and in addition have at least 5 years of senior asset management related experience.

These requirements are intended to ensure that assessments and audits are carried out by persons who have a good understanding and knowledge of asset management as a discipline including its practical application as a basis for delivering value.

It should be noted that the EA scheme does not specifically require assessors to be formally qualified as auditors, though it does require that EAs confirm and evidence that adequate controls are in place to ensure that assessments and audits are carried out by adequately trained and competent persons.

Registered Asset Management Professionals (AMP) and Fellows of the IAM (FIAM) will be accepted as having demonstrable knowledge and experience to qualify as Endorsed Assessors without interview or other evidence or assessment.

In other cases, the IAM will require that endorsed assessors demonstrate that they hold a recognised qualification and have adequate senior experience to meet the requirements of the scheme. CVs are required to be submitted for new applicants.

Assessors are not recognised by the IAM as Endorsed Assessors, until their status has been validated by the IAM's appointed Technical Assessor and they have been added to the IAM's register.

## **Qualifications Recognised by the IAM for Assessors Asset Management Competence**

There are presently 2 examinations which address the requirements of GFMAM's '*Competency Specification for an ISO 55001 Asset Management Auditor and Assessor*'.

### **(1) The IAM Certificate in Asset Management**

The IAM Certificate consists of five Modules, the content of all of which must be covered for the full qualification:

- C1 Introduction to asset management
- C2 Asset-related risk
- C3 The asset management lifecycle
- C4 Asset information
- C5 Financial and business impact

The content of the IAM Certificate is directly linked to the IAM Competences Framework and is also mapped to:

- the specifications of ISO 55001:2014 and PAS55:2008,
- the IAM document 'Asset Management – An Anatomy'
- the GFMAM Asset Management Landscape.

Further information related to the IAM Certificate can be found on Qualifications pages on the IAM website.

### **(2) Certified Asset Management Assessor (CAMA)**

The CAMA Exam was developed between the following organisations: ABRAMAN, the Asset Management Council, IFRAMI, PEMAC and SMRP.

Further information related to this examination can be obtained from one of these organisations.

## Experience

Endorsed Assessors are required to have 5 years' experience at Level C, Leading Practitioner, in at least 2 of the IAM Competences Framework's 7 Key Roles.

At the discretion of the IAM's Technical Assessor, if an assessor is employed an organisation which is endorsed under this scheme in a role that involves carrying out assessments under the direction of an endorsed assessor, this experience may be considered as contributing to this experience requirements. This allows suitably qualified persons to train and develop to achieve EA status.

### (1) Definition of Leading Practitioner

The table of '*Definitions of Levels of Expertise*' on the IAM's website page for Individual Membership identifies 4 levels of expertise (Levels A-D), with the definition for Level C, Leading Practitioner, identified by the following:

- Will take technical decisions typically at project/ section leader/ senior consultant level and will be able represent the asset management discipline effectively in discussions with both professionals in other disciplines and senior management who may not have asset management experience or knowledge.
- The Leading Practitioner may make a significant contribution to the development of an organisation's Asset Management Policy and Strategy and be responsible for the development and/or implementation of Asset Management Plans and the performance of operational assets under his or her control.
- A Leading Practitioner may be responsible for checking the output of staff working at a lower level. Some of a Leading Practitioner's work will normally be subject to authorisation/ review by a person working at a higher level or an acceptance process by an informed client.
- A Leading Practitioner may have responsibility for defining or devising training and development material or development plans for new entrants to the discipline.
- The Leading Practitioner will have some responsibility for the resources and budget associated with the work he or she leads.

### (2) IAM Competency Framework Key Roles

There are 7 Key Roles in the IAM's Competences Framework

Key Roles	
1	Policy development
2	Strategy development
3	Asset management planning
4	Implement asset management plans
5	Asset management capability development
6	Risk management and performance improvement
7	Asset knowledge management

## Version Control

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Approved</b>
Revision 1	16/02/2022	Peter Jay	Andy Watts