Guideline for Continual Improvement Processes for Asset Management
28 June 2018

Austroads
Today’s moderator

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About Austroads

The peak organisation of Australasian road transport and traffic agencies

- Roads and Maritime Services New South Wales
- Roads Corporation Victoria
- Department of Transport and Main Roads Queensland
- Main Roads Western Australia
- Department of Planning, Transport and Infrastructure South Australia
- Department of State Growth Tasmania
- Department of Transport Northern Territory
- Transport Canberra and City Services Directorate, Australian Capital Territory
- Department of Infrastructure, Regional Development and Cities
- Australian Local Government Association
- New Zealand Transport Agency
Our structure

Austroads Board

Austroads National Office

Assets Program
- Assets Task Force
- Bridge Task Force
- Pavements Task Force
- Road Tunnels Task Force
- Project Delivery Task Force

Network Program
- Network Task Force
- Freight Task Force

Safety Program
- Road Safety Task Force
- Road Design Task Force
- Registration and Licensing Task Force
- Austroads Safety Barrier Assessment Panel

Connected and Automated Vehicles
- CAV Steering Committee
- Industry Reference Group

NEVDIS
- Vehicle governance
- Licensing governance
Housekeeping

Presentation = 35 mins
Question time = 15 mins

GoToWebinar

Please type your questions here

Let us know the slide number your question relates to
Austroads reports

Guideline

Background research report
Today’s presenters

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Stephen Walker
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Project Background and Introduction

Stephen Walker
Introduction to team

Project Team

- Project Manager
  Stephen Walker

- Lead Author
  Aneurin Hughes

Review Team

- Austroads Working Group
- Stakeholders-Road and Traffic Authorities
- Austroads Assets Task Force
- Austroads Board
74% of transformation programs fail to deliver on their promise.
Where improvement value is realised...

- **50%** small initiatives
- **45%** medium initiatives
- **5%** big risky items
There was no miracle moment...

TREMENDOUS POWER exists in the fact of CONtinual improvement and the delivery of results

GOOD TO GREAT – JIM COLLINS
Challenges in developing guideline

CHALLENGES

> Austroads – peak organisation
  > $250 Billion

> Organisation size & capacity
Asset management system (ISO5500x)
Process

Research
Conduct research and obtain supporting case studies and tools

Challenges
Identify current challenges faced within the industry surrounding enabling and sustaining continual improvement

Framework
Create a framework for successful continual improvement implementation

Guideline
Create a guideline to provide asset management practitioners with an understanding of enabling and sustaining continual improvement
Research

**APPROACHES AND TOOLS**
The investigated continual improvement approaches and tools spanned “reactive” and “proactive” elements.

**IMPROVEMENT CYCLES**
Improvement cycles are found to be a key component of the reactive element of an integrated system.

**CURRENT STATE**
Implementation of continual improvement approaches is inconsistent but developing across the Australian road industry.

**STAKEHOLDER DEMAND**
Demand from the Australian road industry for more user friendly and integrated tools.

**DISRUPTIVE TECHNOLOGY**
Disruptive technology is likely to have a significant and positive impact on asset management continual improvement.
Challenges facing road sector

1. **ENVIRONMENT**
   Need for an environment conducive to continual improvement - supportive, engaged and proactive leadership

2. **RESOURCES**
   Lack of available resources - associated with need for continual improvement leadership within asset management

3. **SUPPORT**
   Need for support when pursuing, implementing and sustaining continual improvement initiatives

4. **COMPLACENCY**
   Improvements have been made but sustainment is absent - attributed to lack of leadership and conducive environment

5. **SHARING**
   Low visibility and communication of tools, knowledge and initiatives between councils

6. **STRUCTURE**
   Need for benchmarking and standardising across councils - aids in improvement identification
Opportunities
Please type your questions here

Let us know the slide number your question relates to
Continual Improvement Framework

Aneurin Hughes
Environment for Continual Improvement

IDEA GENERATION

EVALUATE & PRIORITISE

IMPLEMENT

MONITOR
Continual improvement environment

- Leadership
- Culture
- Governance Framework
- Knowledge Management Systems/Processes
- Resources
Identify improvement opportunities

- Staff Suggestions
- Appreciative Enquiry
- Brainstorming
- Mind Mapping
- Stakeholder Surveys
- Ideas Generated from Self Learning
- Reviews
- Appreciative Enquiry
- Post Completion Audits
- Audits
- Benefits Realisation Reviews
- Process Benchmarking
- Affinity Diagrams
- Cross Team Meetings
- Metric Benchmarking
- Performance Analysis
- Workshops
- Value Management
Evaluate and Prioritise

Prioritisation Criteria

A. Alignment with organisational or asset management objectives
B. Risk score if improvement proposal not implemented
C. Level of urgency / importance
D. Impact on end customer / return on investment
E. Compliance with legislation / organisational policy and strategy

Further Evaluation

F. Seeking further clarification or information from the proposer
G. Undertake small-scale testing
H. Impacts on other processes
I. Assessing level of support from senior management
J. Views from executive management or input from external stakeholders

Review by senior rep of internal stakeholders and/or peers of idea generator
Implement

Implementation Plan

Communication Plan

Commitment & Collaborative

Involvement
Continual Improvement Sustainability

- Support champion, motivation
- Loss of support, champion, motivation
- Support, champion, motivation returns
- Development profile where supporting environment does not exist
- Sustained continual improvement
- Best practice organisation
Document process

Commitment

Evaluate/Prioritise

What/Why

Implement/Monitor

Interviews

Accountable

Generate

Responsible

Continual Improvement Plan - Content
Conclusion
Aneurin Hughes
Conclusion

- Opportunities
- Environment and organisational culture
- All organisations have potential to improve asset management
- Whole organisation
- Everyone can contribute
- Use existing frameworks
- Resources/budgets not a constraint
Please type your questions here

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Questions?

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