



# **ENDORSED TRAINING PROVIDER PROGRAM 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 Training Provider Program (ETP Program) for organizations that provide training in asset management. The IAM issues certificates to organizations that are endorsed under this program as "Endorsed Training Providers" (ETPs).

The IAM publishes details of endorsed trainers and makes information readily available to the public as well as members. Within the terms of the program, ETPs 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 Trainer certificate and to retain it, an ETP must satisfy the IAM that the requirements of the program are met and provide regular monitoring returns.

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

It supersedes the following documents:

- IAM Endorsed Training Program Overview of Requirements, Guidance and Program Fees
- The IAM Endorsed Training Provider (ETP) Program General Guidance Notes
- Trainer Competence Requirements for the IAM's Endorsed Training Program

ETPs will enter into a signed agreement with the IAM for each course for which they are endorsed. This sets out the formal terms and conditions for providing training services under the program.

ETPs are endorsed for providing training courses which satisfy the IAMs requirements for the program, aligned to published syllabi and trainer competence. The courses included within the program are:

Course Title	Purpose and Target Audience
Foundation Award	Introductory training for people who are new to asset management. It also includes an IAM set Knowledge Test for delegates.
Executive Briefing	A short course on asset management, specifically targeted at executives and senior managers.
Certificate Training	To prepare candidates for the IAM's 'Principles of Asset Management' examination, which is required for the IAM's Certificate qualification.
Diploma Training	To prepare candidates for the IAM's 'Advanced Asset Management' examination. Candidates who pass this and the 'Principles of Asset Management' examination can be awarded the IAM's Certificate qualification.

Note the IAM previously included endorsement against a set of short courses described as 'implementing asset management systems' (modules B1 to B6). These courses have effectively been superseded by the certificate and diploma training courses and will no longer be supported by the program.

The Certificate and Diploma syllabi are modular and mapped to topics. ETPs may still wish to provide training to clients for specific capabilities and may choose to use modular training material developed for these courses for this purpose, but the IAM will only formally endorse complete courses.

## 2 General

The IAM appoints training providers that have met the requirements of the program to the status of Endorsed Training Provider (ETP). The IAM reserves the right to independently verify that the requirements of the ET Program are being met and that assessments achieve the standard required. ETP status can be given to organizations or individual independent trainers provided that they meet the requirements of the program.

The IAM can endorse an organization for training that aligns to the four courses:

- Foundation Award
- Executive briefing
- Certificate training
- Diploma training

The content and coverage of the courses has been developed to be consistent with the IAM's Competences Framework and qualification requirements. The IAM publish the required syllabus to be covered by each of the courses supported by topic descriptions, as detailed below in section 4 of this guidance and also online at <https://theiam.org/professional-development/training-courses/>.

The IAM provide an online self-study course for the Foundation Award, but ETPs can also apply to deliver this course to clients, provided that all students carry out the IAM's online examination at the end of the course.

The application process requires ETPs to map the course material against the relevant syllabus and associated topic content using a spreadsheet provided for this purpose.

Applicants are required to demonstrate appropriate capability in the following areas (see relevant application forms):

- (a) Organizational capability to promote and deliver training.
- (b) Quality of training materials to address the syllabus of the relevant category of training.
- (c) Competence of trainers for the development and/or delivery of relevant training.

The Endorsement is confirmed by the award of a certificate which remains valid for 5 years from the formal state of approval, subject to annual review or other evidence of satisfactory performance to the ETP agreement schedules and Code of Practice and the following requirements:

- a) To provide regular management information to the IAM as reasonably requested.
- b) To allow the IAM to observe the delivery of training courses or inspect assessment records; and
- c) To provide course delegates with IAM promotional material.

The certificate(s) specify the courses for which the ETP has been endorsed.

ETPs will be granted the right to use such appointment together with the IAM Logo and name to promote these courses (according to usage agreed with the IAM) and the IAM will forward enquiries to ETPs as appropriate to supplement the results of marketing activities of the ETPs.

The IAM will promote the availability of endorsed training by means of a free listing in the IAM ET Program Directory (and in other ways as and when opportunities arise). This listing will be based on text provided by the ETP and links to the ETP's website will be allowed. It

is important that the ETP ensures that claims about the company, its staff and services are accurate and measured and that no general endorsement is claimed for unrelated services or products.

The IAM will retain the copyright in training course requirements. ETPs will retain the copyright in their course materials.

After the 5-year period ETPs 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 trainers who meet the program's criteria. To be an endorsed trainer, an individual needs to be working for (one or more) endorsed organizations and to meet requirements of qualifications and experience as set out in Appendix A of this document.

Endorsed trainers will only be added to the register once the IAM has validated their qualifications and experience, the register will record the courses for which the trainer is endorsed.

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

The IAM reserves the right to discontinue the endorsed status of an ETP if the IAM determine that the organization no longer meets the criteria for endorsement. Similarly, the IAM reserves the right to discontinue the endorsement of trainers who are deemed by the IAM to be unsatisfactory.

### **3 Requirements**

Training providers approved for ETP status will be required to become Individual or Corporate Members of the IAM, as appropriate, in order to become subject to the IAM Code of Conduct and the IAM Code of Practice.

Applicants for the Endorsed Training Program are required to provide:

- A completed and signed IAM ETP application form for each course the applicant is offering.
- 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 ETPs training material and relevant internal procedures, including any relevant certificates of compliance to quality assurance or other standards.
- A spreadsheet mapping the course materials to the syllabus and topic content.
- A spreadsheet which identifies trainers to be submitted for the endorsed trainers register.
- CVs for all submitted trainers.

The relevant spreadsheets are embedded in the application forms.

### 3.1 Part 1 Application – Details of Application

In all cases new ETPs need to complete an application form and provide all the relevant supporting information for the first course for which they are applying.

If ETPs wish to apply to deliver several courses, a separate form is required for each, but common information only requires to be provided once, with the relevant sections referenced back to the fully completed form. Similarly, if ETPs wish later to apply for endorsement for additional courses, they can reference previously submitted information. The IAM reserve the right to request additional evidence.

The application form requires the applicant to demonstrate how requirements for the program will be achieved and to identify where evidence is provided. The following table describes the common requirements (part 1), aligned to application form contents and provides notes and guidance to assist in interpretation.

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

It is recognized that many organizations now document (and may deliver) training online. Applications can provide evidence by enabling the IAM to access online resources, for example limited access to training materials and procedures for the purposes of validation.

Application forms and syllabus documentation for training:

Course	Application Form	Syllabus documentation
Foundation Award	Foundation Award	Syllabus for Foundation Award Training V02
Executive Briefing	Executive Briefing	Executive Form Briefing V01
Certificate	Certificate Training V02	IAM Certificate and IAM Diploma Syllabi Modules and Contents
Diploma	Diploma Training V01	IAM Certificate and IAM Diploma Syllabi Modules and Contents

Each application form includes an embedded spreadsheet which includes the relevant syllabus and topic descriptors which needs to be mapped to course material by applicants.

Section	Requirements	Notes and guidance
Part 1 Details of Applicant		
Sections 1 - 4 Administrative details of the Applicant Organization.	Company details Corporate membership details Contact details	<ul style="list-style-type: none"> <li>• The IAM will record this information for the program administration.</li> <li>• A schedule of materials should be submitted and confirm agreement that such material may not be returned.</li> </ul>
5 Organization Structure	ETP must identify organizational structure, management and accountabilities related to training.	<ul style="list-style-type: none"> <li>• Normally achieved with an organizational chart and documented roles and responsibilities.</li> <li>• If associated or part of another organization (e.g. a 'Training academy') this should be explained along with the relationship.</li> </ul>
6 Organization's Asset Management Capability	Details of organization's AM capability	<ul style="list-style-type: none"> <li>• If the organization provides AM consultancy services, or has an AM system in place (e.g. ISO 55001) describe this and copy any relevant certs. Note this is preferred but not a requirement and credible training organizations may reference trainer's AM knowledge and experience.</li> </ul>
7 Organization's training capability	Details of knowledge and experience in developing and delivering educational or training courses and related services.	<ul style="list-style-type: none"> <li>• Description of organization's training capability and examples of existing courses, copies of relevant material, information about training facilities. Can be a marketing flier or online reference.</li> </ul>

Section	Requirements	Notes and guidance
8 Quality Assurance Processes	<ul style="list-style-type: none"> <li>a) Training administration and delivery of the course</li> <li>b) Feedback from students/course delegates about course organization, content and delivery</li> <li>c) The submission, recording and resolution of complaints</li> <li>d) Review and continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Although we do not specify that an ETP will be ISO 9001 compliant we are looking for documented processes that describe how courses are developed and administered. If the ETP already has ISO 9001, or can demonstrate compliance with a relevant recognized training standard this should be identified. Copies or relevant extracts of training procedures, examples of feedback, complaints management etc. should be provided. We will check these to satisfy ourselves that the organization follows good practice and that adequate controls are in place.</li> </ul>
9 Markets for Training		<ul style="list-style-type: none"> <li>• This section is to help the IAM understand the scale of the training offered and the market covered. This provides some context to the evaluation.</li> </ul>

### 3.2 Part 2 Application - Training Competence Requirements

Training competence requirements are described in part 2 of the application form and Section 11 of the application form includes a spreadsheet which needs to be completed for all trainers that the ETP wishes to be endorsed. There are columns for completing information on qualifications, experience and training competence. There are also columns to indicate whether the trainer has AMP, FIAM or MIAM status. The spreadsheet has been simplified to require only confirmation of whether the trainer meets the required experience criteria (replacing a self- assessment scoring system that needed to be completed for non IAM members). CVs need to be provided for all trainers, and these will be used by the IAM to assess eligibility for endorsement. The IAM will also check qualification against their own records (for certificate and diploma) and may wish to see copies of other equivalent qualifications.

Where a course is being delivered through self-learning online, the endorsed trainer for the purposes of the program will be the person preparing the course material, and the IAM will need confirmation that the necessary controls are in place for the course to be delivered to an adequate standard, and material will be expected to include interactive learning and self-assessment.

There are three criteria for endorsing trainers:

- a) Knowledge and understanding – demonstrated by an appropriate qualification.
- b) Asset management experience.
- c) Competency as trainers.

Trainers who are Fellows of the IAM (FIAM) or are registered by the IAM as Asset Management Professionals (AMP) will be deemed to meet the knowledge, understanding and experience criteria.

Trainers who are members of the IAM (MIAM) will be deemed to meet the experience criteria.

Trainers require to have an IAM Certificate qualification or above in order to be endorsed for delivery or development of training up to Certificate level, and a Diploma or equivalent to deliver or develop training for Diploma level.

For trainers that are **NOT** MIAM or higher, the program has criteria for asset management experience, these are based on ‘practitioner’ and ‘leading practitioner’ definitions which are published on the IAM’s web site (application for individual membership), and also included in Appendix A of this guide:

Training Course	Developing or modifying	Delivery
Foundation Award	Level 1 (Practitioner) 24 months in 3 key roles	Level 1 (Practitioner) 24 months in 3 key roles
Certificate Training	Level 2 (Leading Practitioner) 24 months 3 key roles	Level 1 (Practitioner) 24 months in 3 key roles
Diploma Training	Level 2 (Leading Practitioner) 24 months 3 key roles	Level 1 (Practitioner) 24 months in 3 key roles
Executive Briefing	Level 2 (Leading Practitioner) 24 months 3 key roles	Level 2 (Leading Practitioner) 24 months 3 key roles



Evidence is also required to demonstrate that endorsed trainers are competent in training development and/or delivery.

The IAM recognize that in many cases experienced AM professionals move into training without being formally trained as trainers, this can often be an extension to consultancy work. Many organizations provide in house training to trainers or require trainers to attend suitable external training courses. This can be evidenced by the organization providing information of their competency management process.

We would encourage personal development of trainers, including attending relevant training courses, but at the discretion of the IAM Technical Assessor we will accept evidence of practical training experience to support individual cases. We would expect that ETPs will use active feedback to monitor the performance of trainers and to manage corrective action and continuous improvement. The IAM reserve the right to investigate and if appropriate withdraw endorsed status from trainers if it is brought to our attention that the quality of training or delivery is unsatisfactory.

Section 12 requires the organization to describe how competence is to be managed by the ETP for trainers used under the program. It is a requirement for the ETP to maintain up to date records of the trainers that it uses, ensuring that they maintain the required level of competency. This will normally be achieved by a documented procedure and records – information on how it will be achieved and recorded should be provided with the application. There is provision to outsource the training – in this event the ETP needs to confirm that the same level of control will be maintained and evidence the means by which this will be achieved (e.g. contract).

Note that any changes to the endorsed trainers need to be notified and agreed before trainers are used for delivering courses under the program. There is a spreadsheet available from the IAM office for this purpose.

### 3.3 Part 3

Section 13 requires applicants to submit an electronic copy of course material and to complete and return the embedded spreadsheet which maps the material to the relevant course syllabus. If the training is delivered online, it is acceptable to provide the IAM access to the training material via a suitable portal.

Section 13 references the appropriate syllabus and for the Certificate and Diploma the application form it includes a self-study reading list, which can also be used by ETPs as a reference for developing training material content for all courses.

The Certificate and Diploma syllabi have been structured as modules. The Modules 1 to 5 are common to both the Certificate and Diploma, (content needs to be at the appropriate level for each) and Modules 6 to 12 are for the Diploma only

The Technical Assessor at the IAM will review all training material and check for consistency/ alignment with these documents and other relevant technical material which has been endorsed by the IAM. The list of documents referenced is included in this guidance in Appendix B.

The IAM have developed a training course for the Foundation Award which is fully documented. This will be made available to ETPs, conditional on every candidate completing the Knowledge Test for the Foundation Award, which is carried out online. Current fees and conditions are published on the IAM portal.

ETPs wishing to deliver training for the Foundation Award may either use the training material available from the IAM or their own material, but in either case the IAM's Knowledge Test must be used for every candidate. If the ETP wish to use their own training material, this must be submitted to the IAM together with a mapping spreadsheet at the time of the application (not required if the IAM material is to be used).

## **4 Administration and Management of the Program**

### **4.1 Program Governance and Information Management**

The Endorsed Training Provider Program has been developed in close consultation with IAM membership, including patrons. Any changes to the program will be agreed following consultation as appropriate.

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

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

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 Training Provider status meet the technical criteria of the program, 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 program which aligns to legal and other requirements. The IAM will therefore manage all information collected and reviewed in relation to operating this program in accordance with the Guide to UK General Data 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 program will be required to sign appropriate non-disclosure agreements and ensure that information is stored and used in accordance with these requirements.

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

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

### **4.2 Application Process**

- 1) Review the Schedule of Requirements.
- 2) Complete the Application Form and submit to [ETP@theIAM.org](mailto:ETP@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 their 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 ETP appointment fee invoice.
- 6) The applicant will receive an invoice for their annual ETP subscription. Once the payment has been received, they will be issued with a Certificate of Endorsement, and be added to the IAM listings.

### 4.3 Annual Returns

ETPs are required to make an annual return to the IAM using form IAM ETP program annual return.

The IAM will initiate the annual return process, by emailing the ETP 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 ETP. 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 training carried out under the program in the 12 months up to the return. Wherever practicable, the IAM will seek to align the reporting for all training carried out under the program into a single return, covering all courses in order to simplify the administration. It will often be the case that courses have been endorsed at different times as the material and requirements develop, and therefore the 5 yearly renewal may not align for all courses.

Any changes to the training 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 trainers, noting that they cannot be used as trainers for the program until endorsed by the IAM and added to the register of trainers. An embedded spreadsheet is included with the annual return 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 trainers.

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

### 4.4 Periodic Renewal

The ETP will be required to renew their endorsement every 5 years. The renewal process requires the ETP to complete form ETP Renewal Form. This form follows the structure and content of the initial application form, but only requires the ETP 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 program.

At renewal the annual return form also needs to be completed, including information of any changes to trainers as described above in 4.3.

### 4.5 Termination

If an ETP wishes to resign from the program, the IAM should be notified in writing and the IAM will confirm the intention and remove the organization from the program, at which time their name will be removed from the published listing of endorse trainers.

If the ETP fails to comply with the requirements of the program, either as a result of a breach of the ETP agreement and/or the ETP code of conduct, then the IAM will notify the organization and progress removing them the program.

If an organization fails to pay appropriate program fees or corporate membership or fails to submit information required to renew or monitor their endorsement this will also lead to the

IAM removing them from the program. In these circumstances the IAM will notify the ETP of the intention and liaise as necessary to resolve the issue before resorting to removing the organization from the program.

## 5 References

Standards:

ISO55001:2014 Asset Management – Management systems – Requirements

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

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 (use current versions published on the IAM web portal):

Asset Management Maturity Scale and Guidance Version

Asset Management – an anatomy

IOAM Code of Practice Endorsed Assessors

IAM Competences Framework Parts 1 and 2

IAM Certificate and IAM Diploma Syllabi Modules and Content

Syllabus for Foundation Award Training V02

Executive Form Briefing V01

IAM Forms:

ETP Application Form – Foundation Award

ETP Application Form – Executive Briefing

ETP Application Form – Certificate Training

ETP Application Form – Diploma Training

Annual Return – Endorsed Training Provider Program

ETP Renewal Form

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

IAM Other Program Documentation:

IAM Code of Practice – ETP

IAM ETP Agreement

ETP Agreement Schedules (for each course)

## 6 Liabilities and Contract

- 6.1 The IAM does not seek to contract Third Parties to provide training as agents of the IAM. The purpose of the Program is both to promote existing good practice and, through explicit mapping to the Competences Framework, to ensure relevance and give prominence to those providers able to justify IAM Endorsement.
- 6.2 Therefore, to the extent that the Program requires explicit commitments these are mostly embodied in the ETP Code of Practice (CoP). Nevertheless, the Program documents taken as a whole shall be deemed to be the basis of any contract in the event of legal action.
- 6.3 The Program does not create any contractual relationship with any Client. The Client's contract and expectations and/or any explicit or implicit agreements lie wholly with the ETP and the Client shall make any complaint or seek redress solely from the ETP. Nonetheless, the IAM shall consider any complaint it receives, or feedback delivered through the assurance arrangements, as part of its ongoing review of ETP appointments.
- 6.4 The ETP is required to ensure that all Clients understand this relationship and the various obligations of all parties when offering Endorsed Training. During the whole of its tenure as an ETP, the ETP shall provide an obvious and readily accessible hyperlink directly from a relevant part of its Website to the pages on the IAM Website describing the ETP and showing the Program documentation.
- 6.5 The IAM does not accept any liability for direct or indirect commercial or other harm to other organizations or companies arising from application for Endorsed Training Provider status or the award of such status or subsequent removal of such status by the IAM.
- 6.6 The IAM will use its best endeavors to apply the Program fairly and openly in the interests of all parties to develop the program in line with the objectives of the IAM
- 6.7 The IAM reserves the right to make changes to the Program as and when it deems changes to be necessary and appropriate.
- 6.8 By making an application to become an Endorsed Training Provider any individual, organization or company undertakes to abide by the IAM Code of Practice
- 6.9 The language of all agreements with the IAM shall be English and any dispute shall be governed by the laws of England and Wales and all parties agree to submit to the jurisdiction the English Courts.

## 7 Further Information

Enquiries about the ETP Program should be addressed in the first instance to:

ETP Program Administrator  
The Institute of Asset Management  
St Brandon's House  
29 Great George Street  
Bristol  
BS1 5QT  
England

E-mail: [ETP@theiam.org](mailto:ETP@theiam.org)

# Appendix A – ETP Program Competency Requirements

## Qualifications Recognized by the IAM for Trainer 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 organizations: ABRAMAN, the Asset Management Council, IFRAMI, PEMAC and SMRP.

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



## **Experience**

Endorsed Trainers are required to have 2 years' experience at Level 2, Practitioner, in at least 3 of the IAM Competences Framework's 7 Key Roles.

The table of '*Definitions of Levels of Expertise*' on the IAM's website page for Individual Membership identifies 3 levels of experience

### **Definition of Practitioner (Level 1)**

Consolidating asset management knowledge, the ability to work largely unsupervised on asset management projects and have responsibility for individual deliverables, for example:

- implementing an asset management or maintenance plan
- developing asset data acquisition systems specified by others
- cost/benefit/risk analyses
- whole-life costing studies
- compiling maintenance and renewal schedules
- delivering training courses in asset management practice at Certificate/Diploma level
- contributing by studies/papers/analysis to the development of policy and strategy for an employer or clients

Generally, the work of a Practitioner will be subject to checking/review. Practitioners will normally be expected to support less experienced people in developing their asset management knowledge.

### **Definition of Leading Practitioner (Level 2)**

A Leading Practitioner holds senior responsibility in an asset management role and typically be, or have been, one of more of the following:

- leader of a team responsible for developing/delivering an organization's asset management plan, the operational performance of assets under their control, risk management or managing asset knowledge
- project leader responsible for the technical and commercial delivery of asset management consultancy projects to clients
- senior consultant or academic responsible for specific research and development projects or the creation and delivery of structured training in asset management in a company or educational establishment

A Leading Practitioner will take significant technical/commercial decisions and 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.

They will have some responsibility for the resources and budget associated with the work they lead and may contribute significantly to the development of an Asset Management Policy and Strategy.

A Leading Practitioner may be responsible for checking the output of staff at a lower level. Some of their work will normally be subject to authorisation/review at a higher level or on an acceptance process by an informed client. In an organizational context, the Leading Practitioner contributes to or is responsible for the professional development of new entrants to the discipline.

**(1) IAM Competency Framework Key Roles**

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

<b>Key Roles</b>	
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>
Draft 1	29/3/2022	Peter Jay	