



Asset Management Readiness Assessment Scale INSTRUCTIONS

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These instructions focus on the details of using this Excel Asset Management Readiness Assessment Scale (Scale). For additional information regarding asset management or the development of this scale, please refer to the Intro tab. Additional Information can also be found at the Readiness Assessment tab of the Michigan Infrastructure Council website:

<https://www.michigan.gov/mic/0,9260,7-380-92950---,00.html>

Introduction: How the Scale is Organized

This Excel Scale is organized as follows:

- Introduction and Instructions (Intro, Instructions, Instruction Videos, Glossary)
- Your Organization information (OrgInfo)
- Readiness Assessments (1 Excel tab for each of the 5 sections)
 - Section 1 – Policy and Governance
 - Section 2 – People and Leadership
 - Section 3 – Data and Information
 - Section 4 – Planning and Decision-Making
 - Section 5 – External Communication and Knowledge Sharing
- Scoring summary (Summary)
- Export sheet (ExportData)

Readiness Assessment Topic Sections can be completed in any order. As each Section is completed, the scale automatically pulls the data into the visual Summary and ExportData tabs.

Step 1: Complete Organization Information (OrgInfo)

Before starting any assessments, ensure that the Organization Information sheet is fully complete. An example of a completed form is shown below.

Asset Management Readiness Scale	
Form Version: V1.0 Final	
	
Organization Information	
Organization Name	MyOrganization
Department (If applicable)	MyDepartment
EIN (If publicly available)	MyEIN
Address	MyAddress
City, State and ZIP	MyCity, State ZIP
County (Select from dropdown)	MyCounty
Region (Based on county selected from dropdown above)	Your region (automatic based on county selection)
Submission Contact (Please share your completed spreadsheet with your region)	Your submission contact (automatic based county selection)
Organization Representative Contact Information	
Name	Your Name
Phone	Your Number
Email	Your Email
Completion Date (Format MM/DD/YYYY)	12/6/2019
Demographic Information	
What Asset(s) do you own and/or manage? (select all that apply)	
<input checked="" type="checkbox"/>	Transportation: Roads/Bridges/Signals/Culverts
<input checked="" type="checkbox"/>	Drinking Water
<input checked="" type="checkbox"/>	Wastewater
<input type="checkbox"/>	Storm Water
<input type="checkbox"/>	Gas Utilities
<input type="checkbox"/>	Electric Utilities
<input type="checkbox"/>	Communications/Broadband
Other (if applicable):	
What Asset(s) are you reporting on as part of this submission? (select all that apply)	
<input checked="" type="checkbox"/>	Transportation: Roads/Bridges/Signals/Culverts
<input type="checkbox"/>	Drinking Water
<input type="checkbox"/>	Wastewater
<input type="checkbox"/>	Storm Water
<input type="checkbox"/>	Gas Utilities
<input type="checkbox"/>	Electric Utilities
<input type="checkbox"/>	Communications/Broadband
Other (if applicable):	

Note on Organization Information and Organization Representative Contact Information

These first two sections collect standard contact information and provide you with regional assistance, based upon your county. If your network of assets or organizational jurisdiction crosses more than one county, select the county affiliated with your administrative main office.

Note on Demographic Information and Additional Questions

If your organization owns/manages more than one asset and intends to conduct a separate assessment for each asset, please be sure to complete the Department field in the Organization Information section shown above.

Please note that the form tracks what asset(s) you own and/or manage and also what asset(s) are you reporting as part of this particular submission. In the example, the Organization owns/manages roads, bridges, signals, and culverts, as well as drinking water and wastewater. However, the team completing the form is only considering the Organization's roads, bridges, signals, and culverts.

Demographic Information

What Asset(s) do you own and/or manage? (select all that apply)

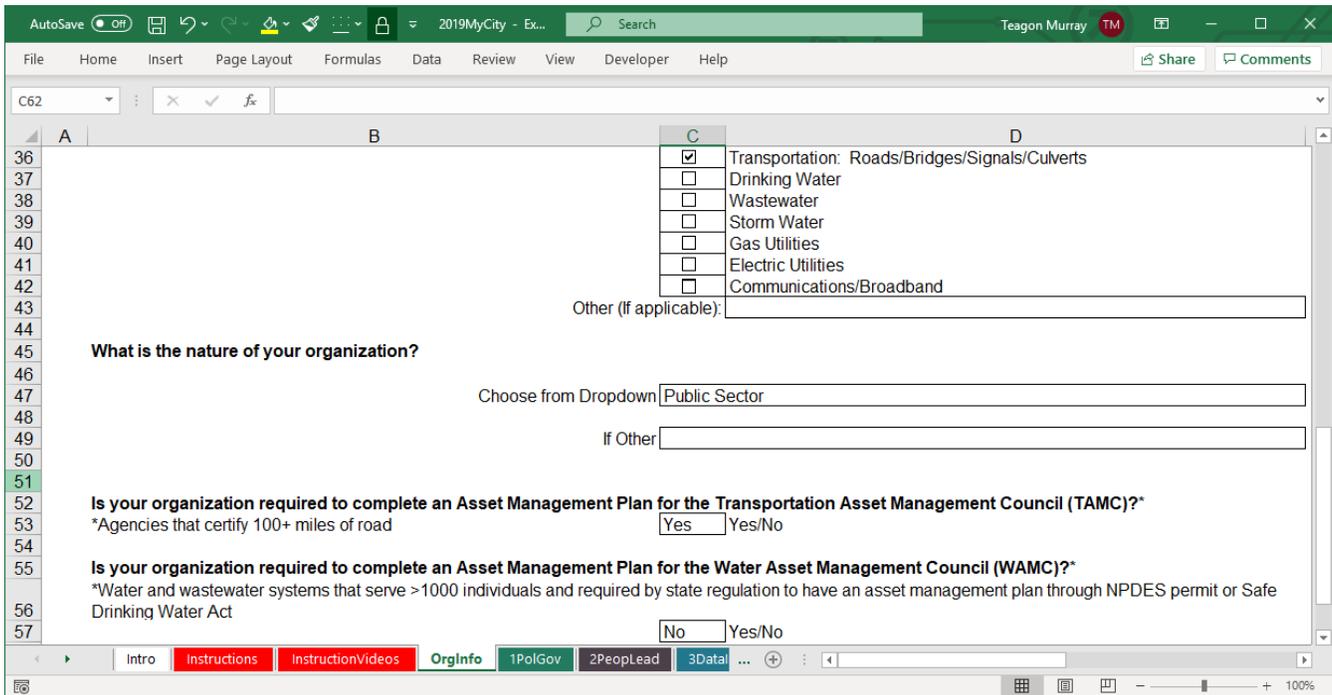
- | | |
|-------------------------------------|------------------------------------------------|
| <input checked="" type="checkbox"/> | Transportation: Roads/Bridges/Signals/Culverts |
| <input checked="" type="checkbox"/> | Drinking Water |
| <input checked="" type="checkbox"/> | Wastewater |
| <input type="checkbox"/> | Storm Water |
| <input type="checkbox"/> | Gas Utilities |
| <input type="checkbox"/> | Electric Utilities |
| <input type="checkbox"/> | Communications/Broadband |

Other (if applicable):

What Asset(s) are you reporting on as part of this submission? (select all that apply)

- | | |
|-------------------------------------|------------------------------------------------|
| <input checked="" type="checkbox"/> | Transportation: Roads/Bridges/Signals/Culverts |
| <input type="checkbox"/> | Drinking Water |
| <input type="checkbox"/> | Wastewater |
| <input type="checkbox"/> | Storm Water |
| <input type="checkbox"/> | Gas Utilities |
| <input type="checkbox"/> | Electric Utilities |
| <input type="checkbox"/> | Communications/Broadband |

Other (if applicable):



Step 2: Completing the Assessment – Current State

Once you have completed the information for your Organization, you are ready to begin the assessment. Each Section is separate from the others and can be completed in any order. In this example, we are focusing on the first Section, Policy and Governance.

Step 2A) Before starting, ensure that your Organization name, department, and assets reported displayed at the top of the Section sheet are correct. If any information is not correct, review the Organization Information sheet. See example below.

Asset Management Readiness Scale
Section 1 - Policy and Governance

Michigan Infrastructure Council
Form Version: V1.0 Final

Organization: MyOrganization
Department: MyDepartment
Assets Reported On: Transportation: Roads/Bridges/Signals/Culverts

Policy and Governance: By developing this competency, your organization is putting in place policies and objectives related to asset management (AM), bringing those policies to life through a strategy and roadmap, and then measuring progress and monitoring implementation over time.

This competency helps you create the policy structure in your organization that lays out your asset management goals and how they will be achieved, leading to organizational alignment and commitment.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State						Future State			
Outcomes: Select the outcomes that your organization has achieved.						Current (from left)	Select the level you expect to achieve		
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	Year 1	Year 3	Year 5	
A: Policy and objectives	<input checked="" type="checkbox"/> Senior management and/or elected officials are committed to formalizing an AM program.	<input checked="" type="checkbox"/> We have drafted an AM policy. <input type="checkbox"/> Senior management and/or elected officials have endorsed the AM policy.	<input type="checkbox"/> We are starting to use our AM policy to guide our actions.	<input type="checkbox"/> We manage assets and services in accordance with our AM policy and organizational objectives.	<input type="checkbox"/> We continue to validate and refine our service and AM objectives based on the evolving needs of our service area.	1			
Describe Current Actions	[Use this space to briefly comment on current actions. Space is limited to ~800 characters.]					Describe Planned / Potential Actions [Use this space to briefly comment on future actions. Space is limited to ~800 characters.]			

Step 2B) Complete current Outcome Area levels

Each Readiness Assessment Topic has three Outcome Areas. For each Outcome Area, there are five levels.

First select the outcomes your Organization has already achieved starting at level 1, by clicking on the checkboxes to the left of each statement. You must meet all the requirements of each Outcome Area level to move onto the next level.

In the following example, the Organization has met the requirements of Level 1 for Outcome Area A: Policy and Objectives, where “Senior management and/or elected officials are committed to formalizing an AM program”. However, they have not met Level 2 as they have “drafted an AM policy” but not met the requirement of “Senior management and/or elected officials have endorsed the AM policy”. Similarly, if this Organization was “starting to use our

AM policy to guide or actions” (level 3), they would still have an overall level of 1 for this Outcome Area as their plan has not met the best practice requirements of level 2.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State						Future State			
Outcomes: Select the outcomes that your organization has achieved.						Current (from left)	Select the level you expect to achieve		
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5		Year 1	Year 3	Year 5
A: Policy and objectives	<input checked="" type="checkbox"/> Senior management and/or elected officials are committed to formalizing an AM program.	<input checked="" type="checkbox"/> We have drafted an AM policy. <input type="checkbox"/> Senior management and/or elected officials have endorsed the AM policy.	<input type="checkbox"/> We are starting to use our AM policy to guide our actions.	<input type="checkbox"/> We manage assets and services in accordance with our AM policy and organizational objectives.	<input type="checkbox"/> We continue to validate and refine our service and AM objectives based on the evolving needs of our service area.	1			
Describe Current Actions	[Use this space to briefly comment on current actions. Space is limited to ~800 characters.]					Describe Planned / Potential Actions [Use this space to briefly comment on future actions. Space is limited to ~800 characters.]			

Step 2C) Comments

Once you have completed the checkboxes for an Outcome Area, use the “Describe Current Actions” box to provide background on current actions your Organization is taking in this specific Outcome Area. Note: this text box is to capture brief notes for your own reference - the text will not be included in submission results and is limited to 800 characters.

Step 2D) Review Overall Rating for each of the three Outcome Areas

Once you have completed the Current State for all three Outcome Areas of a Section, the scale will automatically calculate an overall Readiness Level for that Section.

Note: Overall Level Rating - Similarly to each individual Outcome Area, you must complete the level requirements of each individual Outcome Area to meet that Overall Rating. For example, if your Organization had readiness levels in Policy and Governance as follows:

- Level 1 in Outcome Area A: Policy and objections
- Level 2 in Outcome Area B: Strategy and roadmap
- Level 3 in Outcome Area C: Measurement and monitoring

Then, as shown below, your Organization would have an overall Readiness Level of “Completed Level 1” as methodology reverts to the lowest Outcome Areas of each of the three Outcome Areas (in this case, Area A).

Outcomes: Select the outcomes that your organization has achieved.							Current	Select the level you expect to achieve		
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5		(from left)	Year 1	Year 3	Year 5
B: Strategy and roadmap	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Describe Current Actions							Describe Planned / Potential Actions			
[Use this space to briefly comment on current actions. Space is limited to ~800 characters.]							[Use this space to briefly comment on future actions. Space is limited to ~800 characters.]			

Current State

Future State

Outcomes: Select the outcomes that your organization has achieved.						
Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5	
C: Measurement and monitoring	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Describe Current Actions						
[Use this space to briefly comment on current actions. Space is limited to ~800 characters.]						

Current	Select the level you expect to achieve		
(from left)	Year 1	Year 3	Year 5
3			
Describe Planned / Potential Actions			
[Use this space to briefly comment on future actions. Space is limited to ~800 characters.]			

Readiness level (automatic)	Working on Level 1	Completed Level 1	Completed Level 2	Completed Level 3	Completed Level 4	Completed Level 5
		<input checked="" type="checkbox"/>				

Future State	Year 1	Year 3	Year 5
Overall	0	0	0

Potential Areas for Improvement (all Outcome areas)	[Use this space to briefly comment on potential areas of improvement. Space is limited to ~800 characters.]
-----------------------------------------------------	-------------------------------------------------------------------------------------------------------------

Step 2E) Comment on potential areas for improvement in all Outcome Areas

An additional comment box is provided below the Overall Readiness Level (as shown above). Use this space to briefly capture comments and ideas for the overall Section (e.g. Policy and Governance). This text will not be included in the submission results and is limited to ~800 characters.

Step 3: Completing the Assessments – Future State

Once you have completed the Current State assessment for a section, you can complete the Future State assessment for each Section.

Step 3A) Inputting expected Future State and notes

For each Outcome Area, the Future State section will automatically populate your Organization's current level based on the checkboxes you have selected. The Future State allows you to estimate where your Organization will be in the future 1, 3, and 5 years from now based on your actual or potential plans.

For each Outcome Area, select the level you expect your Organization will achieve at each future date by using the dropdown boxes (as shown below). Below these three drop downs is a comment box for you to briefly provide background on planned or potential actions. Complete for each Outcome Area.

In the example below using the Policy and Governance Section, the Organization has currently achieved level 1 for **Outcome Area A: Policy and Objectives**, and expects no change in the coming year, but expects to achieve level 2 by Year 3 and level 3 by Year 5.

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Asset Management Readiness Scale

Section 1 - Policy and Governance



Michigan Infrastructure Council
Form Version: V1.0 Final

Organization: MyOrganization
Department: MyDepartment
Assets Reported On: Transportation: Roads/Bridges/Signals/Culverts

Policy and Governance: By developing this competency, your organization is putting in place policies and objectives related to asset management (AM), bringing those policies to life through a strategy and roadmap, and then measuring progress and monitoring implementation over time.

This competency helps you create the policy structure in your organization that lays out your asset management goals and how they will be achieved, leading to organizational alignment and commitment.

Note: To achieve each level, you must meet every requirement of each level before it.

Current State

Outcomes: Select the outcomes that your organization has achieved.

Outcome areas	Level 1	Level 2	Level 3	Level 4	Level 5
A: Policy and objectives	<input checked="" type="checkbox"/> <small>Senior management and/or elected officials are committed to formalizing an AM program.</small>	<input checked="" type="checkbox"/> <small>We have drafted an AM policy.</small>	<input type="checkbox"/> <small>We are starting to use our AM policy to guide our actions.</small>	<input type="checkbox"/> <small>We manage assets and services in accordance with our AM policy and organizational objectives.</small>	<input type="checkbox"/> <small>We continue to validate and refine our service and AM objectives based on the evolving needs of our service area.</small>
Describe Current Actions	[Use this space to briefly comment on current actions. Space is limited to ~800 characters.]				

Future State

Current (from left)	Select the level you expect to achieve		
	Year 1	Year 3	Year 5
1	1	2	3
Describe Planned / Potential Actions			
[Use this space to briefly comment on future actions. Space is limited to ~800 characters.]			

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Future State

Current (from left)	Select the level you expect to achieve		
	Year 1	Year 3	Year 5
1	1	2	3
Description	Potential Actions		
[Use this space Space is limited]	[Use this space Space is limited]		

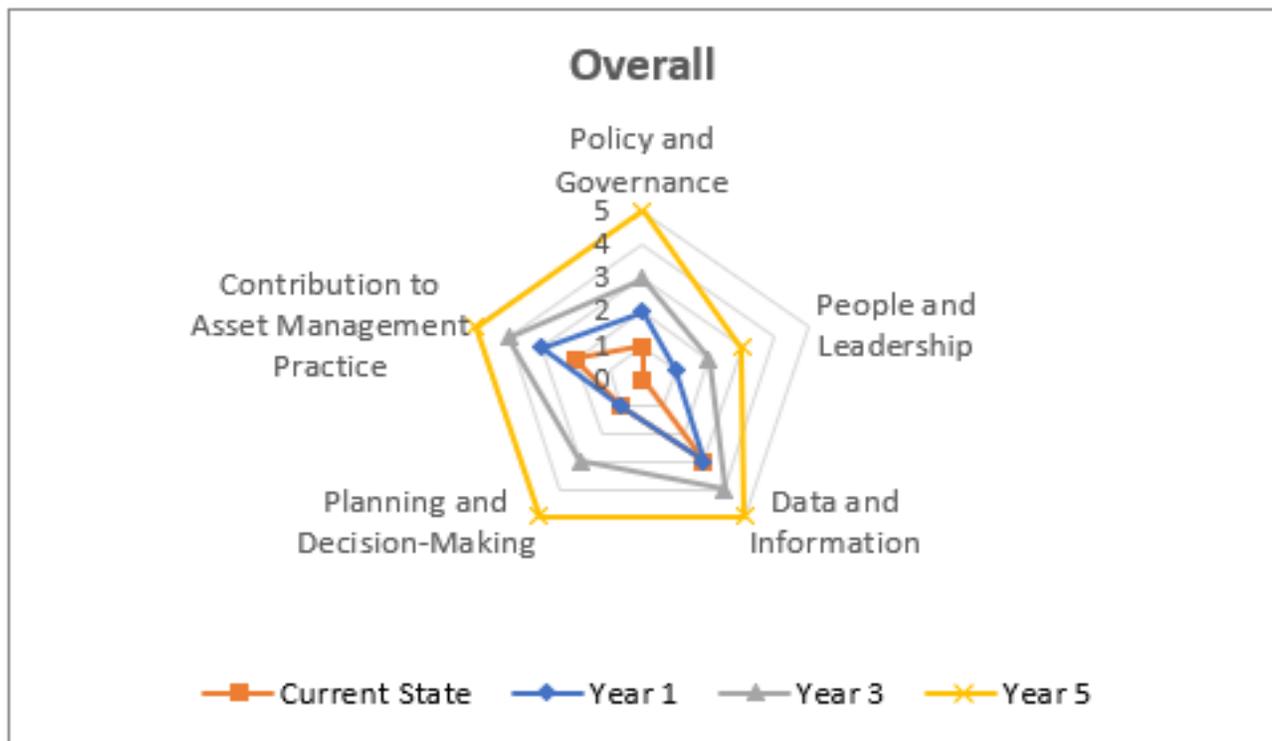
Step 3B) Review the expected Future Overall ratings

Once you have completed the expected Future State for all three Outcome Areas, the scale will automatically calculate the Future State Overall Ratings.

Note: Overall Level Rating - Similar to each individual Outcome Area, each year will automatically be set at the minimum of the three Outcome Areas for that given forecasted year.

Review Overall Scoring – Summary Section

As sections are completed, charts of both the Overall Readiness Scores and each individual Section and Outcome Area are automatically generated on the Summary sheet. The charts use a radar presentation as shown below.



Organizational Submission Process

Once the Readiness Scale has been completed, please save and submit this Excel file to your regional representative (found in the OrgInfo tab based on county). Ensure that all steps have been completed as outlined on the Instructions tab.

Please format the file name as follows for agencies:

Year + Agency Name (example: 2020MyCity)

Please format the file name as follows for agencies with multiple departments:

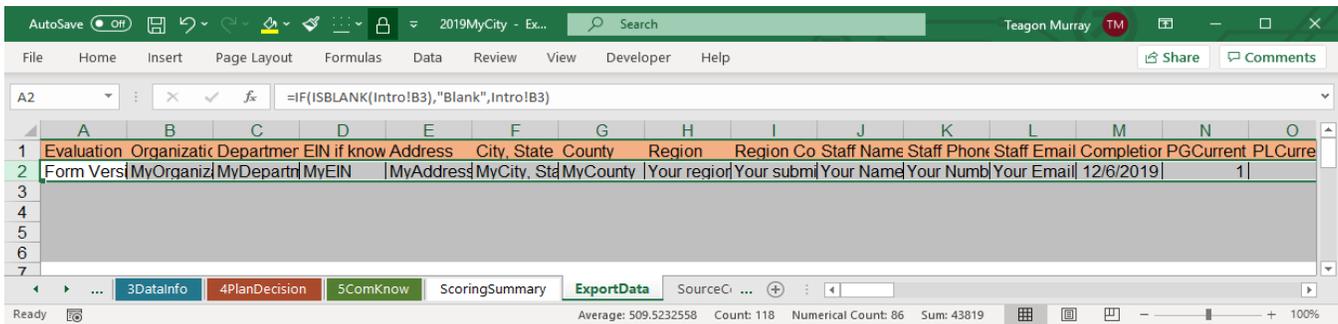
Year + Agency Name + Department (example: 2019MyCityTransportation)

Exporting Data (ExportData)

As you complete the assessment, data in the form is collected on a single line to make exporting easy. This data, when aggregated with other submissions, will be used by the State of Michigan and regional entities to develop state-wide policy related to infrastructure asset management. To export data from a completed form:

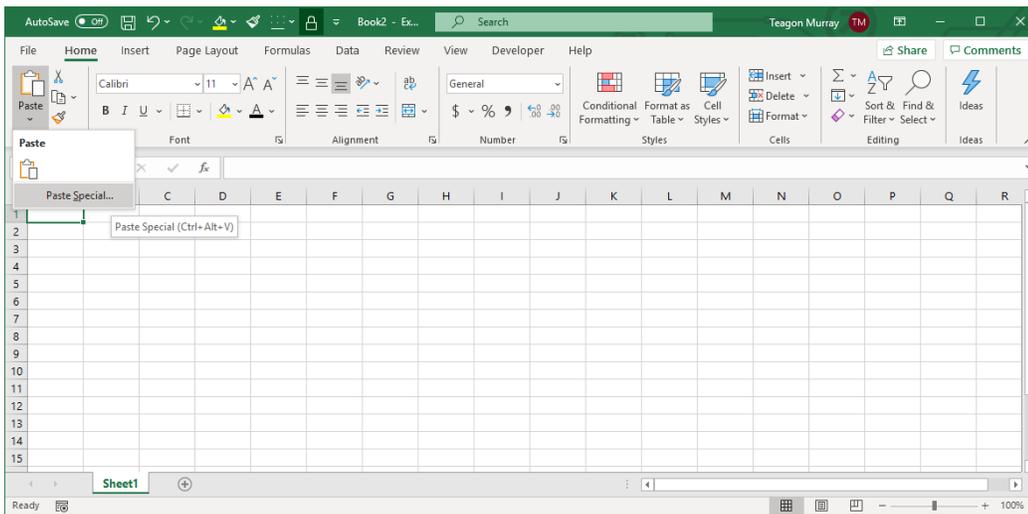
Step 1) Select the ExportData sheet, which is the last tab in the workbook.

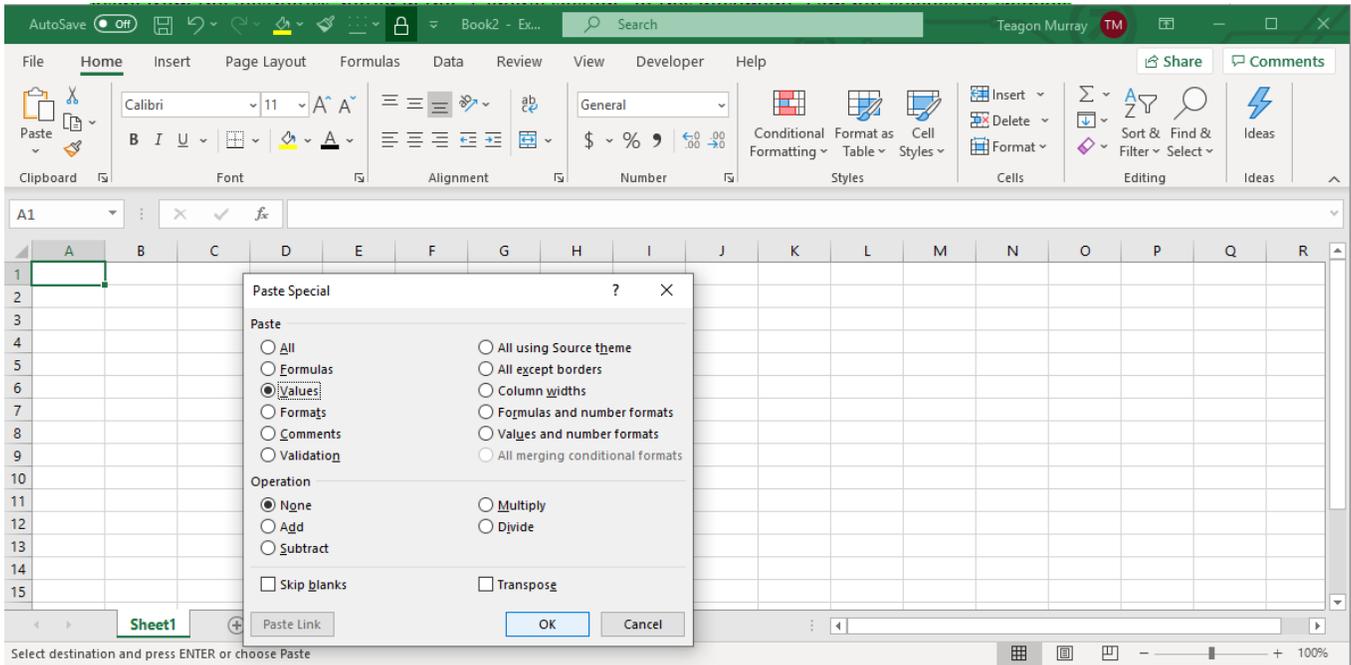
Step 2) Select the entire row's data by clicking on the #2 (i.e. just left of Column A on Row 2, when selected properly it will look as shown below) and press the Copy button or CTRL+C. (Tip: Do not manually select cells in the row as it is quite long and can easily lead to data being missed by accident.)



Step 3) Open a new (blank) Excel file.

Step 4) Select Column A in the first empty row. Then select Paste Special + as Values, as shown below. (Note: Ensure you paste as special values. If you just Paste it will not put in the actual data but instead a link to each individual worksheet. This will cause errors when submitting your data.)





Once the information from the Readiness Scale has been copied, save and submit this Excel file to your regional representative via email. The submission contact email for your regional representative can be found on the OrgInfo tab or the MIC website: <https://www.michigan.gov/mic/0,9260,7-380-92950---,00.html>

Any results shared with regional or state government are considered confidential under the Freedom of Information Act (FOIA). De-identified, aggregated results may be used to develop regional and state-wide policy to further infrastructure asset management. Further information can be found here: www.michigan.gov/mic