

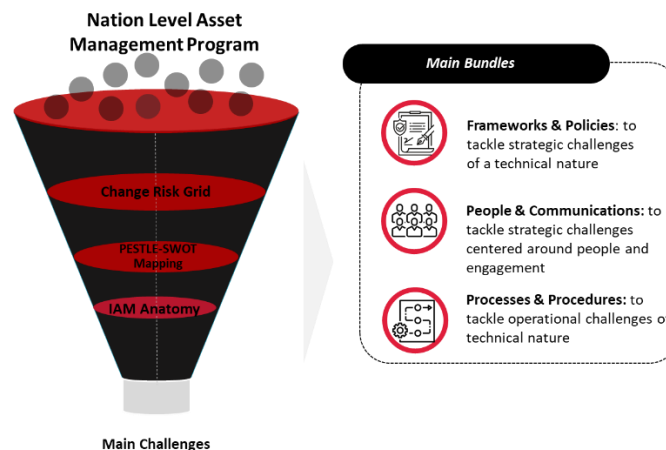


Operationalizing Asset Management - Case Study

The Nation Level Asset Management Program formally started at the Tsilhqot'in National Government in September 2020 as part of the 10-year Tŝilhqot'in Housing & Infrastructure Implementation Plan, aiming to enhance the self-governance capacity within the Tsilhqot'in Nation. Developing and implementing sound Asset Management practices requires a complex combination of technical capabilities, desire to change the status quo, procedures, and stakeholder buy-in. As the Tŝilhqot'in National Government represents TI'etinqox, Tŝi Deldel, Yuneŝit'in, Xeni Gwet'in, ʔEsdilagh, and TI'esqox, the variation of groups impacted and power distribution are at very high levels, which increases the difficulty of securing the stakeholders' buy ins. Furthermore, the scope of change associated with the adoption of a Nation Level Asset Management Program requires the development of in-house frameworks and procedures that are Deni (citizen) centric, which could be very challenging technically, as The Nation Level Asset Management Program is a first of a kind. The "Operationalizing AM" training course helped our organization transform data into actionable insights.

The biggest challenge after completing the maturity assessment can be described with a very simple question: "where should we start from?" or in other terms, what is the best way to prioritize strategic initiatives and build a roadmap in order to build a solid foundation for the program? The "Operationalizing AM" training helped us assess the change risks from both an organizational and a project basis points of view. Furthermore, it enabled us to map our organizations strengths, weaknesses, opportunities, and threats from political, economic, social, technological, legal, and environmental lenses. This resulted in identifying what are the main program challenges that we need to invest in to secure the success of the program and what are levels of efforts associated to every challenge.

The key program challenges were bundled into three categories that tackle all sections of the Institute of Asset Management Anatomy framework as seen below:





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Although the three bundles are all of extreme importance, we did find after assessing the potential benefits of every bundle that tackling the People & Communications challenge would generate the best benefit to effort ratio. Furthermore, it is the most urgent as it is essential to secure the early buy-in of stakeholders for any of the other scenarios as well, as this will increase the chances of success and help us re-assure our commitment to a Deni centered approach.