



Risk control

Highways Competency Framework



In partnership with



Highways Competency Framework

Asset Management Competence Framework

In March 2019 the UK Roads Liaison Group (UKRLG) published its Asset Management Competence Framework (the Framework)¹.

The Framework is designed to assist Highway Authorities with the implementation of the recommendations of the Well Managed Highways Infrastructure Code of Practice (CoP)². Recommendation 15 of the CoP specifies that “appropriate competencies for all staff should be identified. Training should be provided where necessary for directly employed staff, and contractors should be required to provide evidence of the appropriate competencies of their staff.”

The objective of the Framework is to help Highway Authorities achieve competency in a consistent manner by bringing together knowledge gained from research and aligning this with the CoP and ISO 55000:2014 Asset Management – Overview, Principles, and Terminology³.

Key Sections

Section 2 of the Framework identifies 5 different competence levels, chosen to keep them consistent with other industry competence frameworks, and 10 broad categories of competence subject areas which are grouped into the competence levels.

Job Roles are then defined to complete this section.

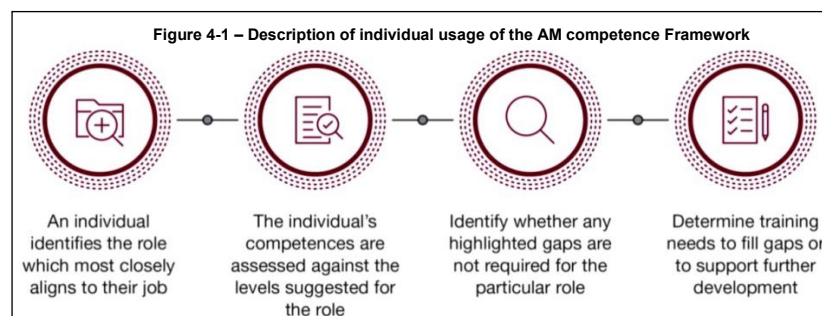
Section 3 consists of extracts from the Appendices in the form of two tables to illustrate the structure to the Framework.

For each of the typical Job Roles, Table 3-1 identifies and maps the competence areas (i.e. legislation), the competence description, and recommended competence level for the Highway Authority, and recommended competence. The full table is found as Table 1 in Appendix C.

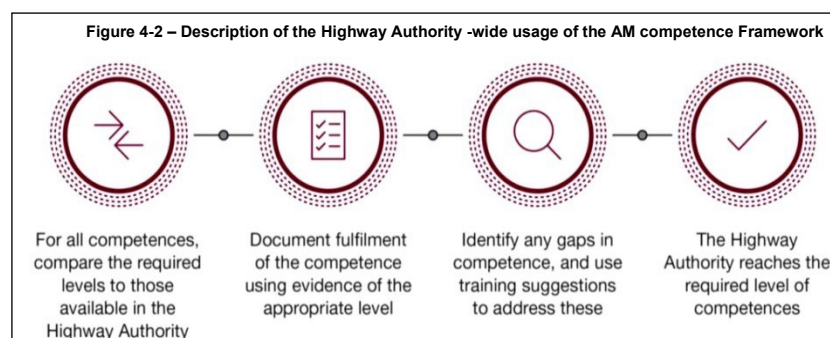
Table 3-2 identifies the competence area and competence description again, followed by the provenance of each competence indicating which of the documents in the literature review (Appendix B) is desirable. This is followed by suggested training methodologies and how to evidence competence. The full table is found as Table 2 in Appendix D.

Section 4 explains how the Framework should be used, either by:

- 1 assessing individual staff competencies as illustrated in the extracted Figure 4-1:

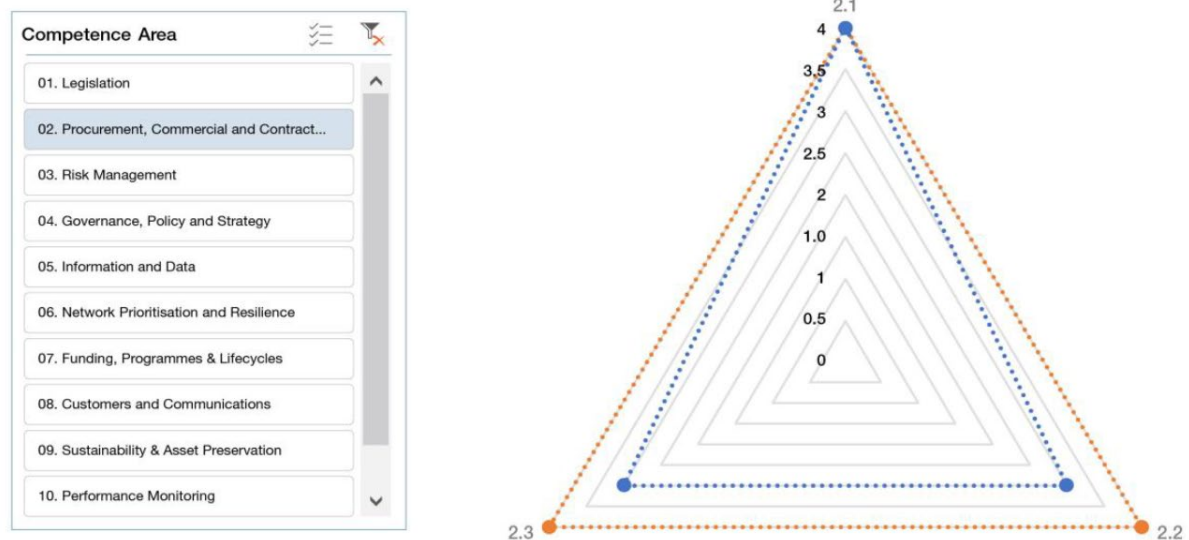


- 2 or a single assessment of the entire authority as illustrated in the extracted Figure 4-2:



An Excel Scoring Tool is freely available⁴ from the UKRLG and is designed to assist in the attainment of competence. An extract of an example assessment is illustrated below.

Figure 4-3 – Example assessment for Competence 2.1



Section 5 clarifies that the Framework is not intended to provide a comprehensive set of requirements for the inspection of assets, rather, it is intended to align with separate competence guidance for inspectors of specific asset types.

Highway Inspector Competence

Highway authorities will often adopt a variety of approaches to achieve the competency of its Highway Inspectors.

The role of the Highway Inspector has evolved over time for various reasons including changes in technology utilised, changes in relevant standards and the adoption of a risk-based approach to highway asset management.

To assist Highway Authorities in achieving competency of its Highway Inspectors, the UKRLG has also published a Highway Inspector Competency Framework (2019)⁵.

The objectives behind the Highway Inspector Competence Framework (HICF) are to:

- Outline the role of the highway inspector
- Raise the importance of the highway inspector role and provide a framework to help role progression
- Recommend a set of competence areas and associated competences for the highway inspector role
- Suggest evidence to demonstrate each specific competence
- Support highway authorities to align the highways inspector role with the latest Code of Practice's risk-based approach
- Provide a framework that can be used by professional bodies in helping to support the development of appropriate qualifications/training for highway inspectors, helping to professionalise this role

A set of specific competence area have been defined within this framework, including:

- Highways Law
- Planning and Carrying out Inspections
- Risk Assessment / Management
- Record Keeping
- Asset Management
- Customer Services

In addition, specific core and optional competences have been defined for each of the general competence areas listed above.

Conclusion

Competence is the combination of training, skills, experience and knowledge that an employee maintains and their ability to apply them to perform a task effectively and efficiently.

Highway Authorities need to ensure that all levels of staff within the highway management hierarchy, including those employed by outsourced providers, have achieved the desired level of competency in order to ensure that the organisation itself is in prime position to manage its highway assets and robustly control the risks that are associated with those assets.

References

1. Asset Management Competence Framework, UK Roads Liaison Group, available at:
<https://ukrlg.ciht.org.uk/media/11780/ukrlg-asset-management-competence-framework.pdf>
2. Well Managed Highways Infrastructure: Code of Practice, UK Roads Liaison Group, available at:
https://www.ciht.org.uk/media/17087/well-managed_highway_infrastructure_combined_-_28_october_2016_amended_15_march_2017_-3.pdf
3. ISO 55000:2014 Asset management — Overview, principles and terminology, ISO, available at:
<https://www.iso.org/standard/55088.html>
4. Asset management competence framework excel files, UK Roads Liaison Group, available at:
<https://www.ciht.org.uk/ukrlg-home/guidance/competence-frameworks/>
5. Highway Inspector Competence Framework, UK Roads Liaison Group, available at:
<https://ukrlg.ciht.org.uk/media/11779/highway-inspector-competence-framework-final-document-june-2019.pdf>

Further information

For access to further RMP Resources you may find helpful in reducing your organisation's cost of risk, please access the RMP Resources or RMP Articles pages on our website. To join the debate follow us on our LinkedIn page.

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