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They are the first in a series of articles by Kevin Main and various co-writers.

The series introduces the new ISO 55000 Standards to FM practitioners working in healthcare.

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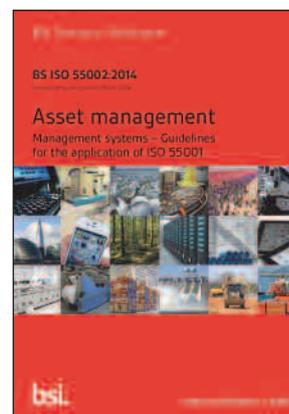
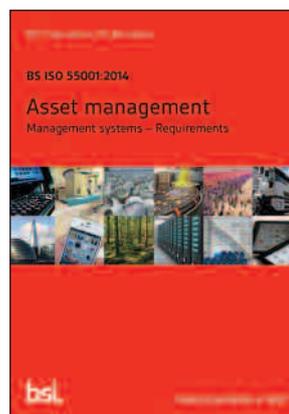
ISO 55000 promotes ‘joined-up’ approach

Keith Hamer, an asset management system specialist, currently group vice-president, Asset Management and Engineering, at Sodexo, and Kevin Main, marketing director at asset management solutions learning consultancy, Asset Wisdom, look at an important new international asset management standard, launched earlier this year, that they believe many in the healthcare estates and facilities management community managers may, as yet, have little, if any, knowledge of.

At The Royal College of Surgeons in London in February this year, the International Organization for Standardization (ISO) and the Institute of Asset Management (IAM) officially unveiled the new international standard for Asset Management – ISO 55000. (www.tinyurl.com/pe2ubvp). Facilities managers have long recognised that hospitals and care systems employ a complex mix of assets that need to be integrated and utilised efficiently and effectively for the achievement of excellence in patient care.

Few facilities managers, however, see themselves as asset managers – a term more commonly associated with those managing physical infrastructure assets in sectors like oil and gas. As a result, few are aware of the launch of the ISO 55000 Asset Management Standard and its particular relevance to them.

This article argues that the Standard – the result of over three years of collaboration between representatives from over



70 countries – is an essential element of the toolkit for FM professionals operating in the health sector. The Standard, which comprises three parts – ISO 55000, 55001, and 55002 – offers the opportunity for the facilities manager to establish the minimum requirements for a joined-up, whole lifecycle, asset management system.

Broad scope

Key for the facilities manager is the significance of scope that the new standard offers. It opens the door for the application of best asset management practice to all types of assets, in that not only does it relate to physical equipment and infrastructure, but also covers people, information, financial,

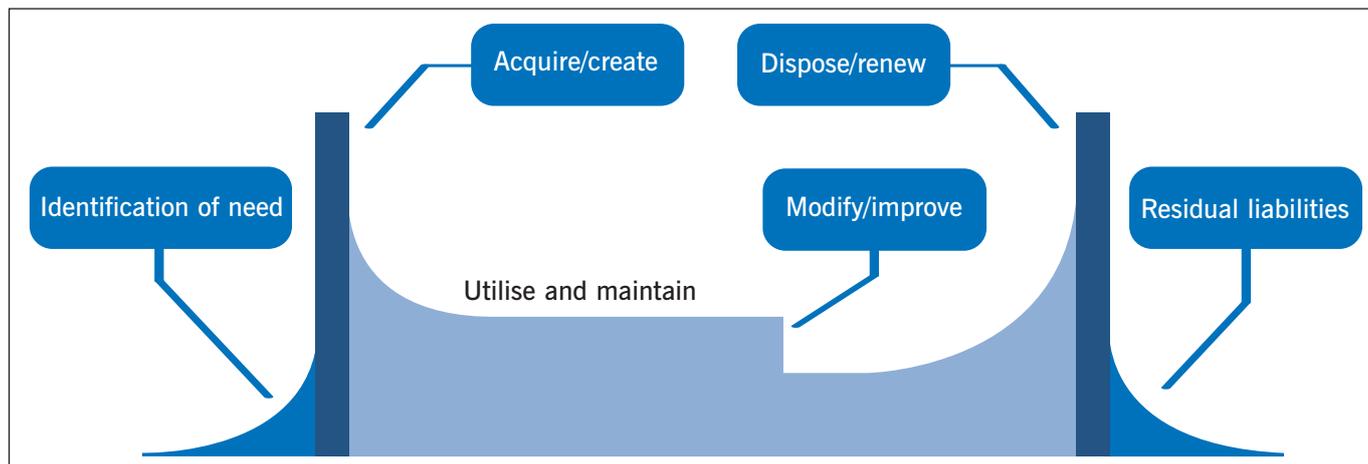


Figure 1: Asset lifecycle management.

To really get the best from it [ISO 55000], the facilities management professional needs to be fully conversant with its requirements, and how its principles are to be applied

intellectual property, and reputational 'assets'.

The Standard therefore offers the opportunity for the FM professional to set out service delivery expectations and benchmarks against which performance of the asset infrastructure can be measured. Equally, it offers FM service-providers the opportunity to demonstrate their process capabilities, and how these meet their clients' needs, including how they bridge the gap between a client's ownership and service delivery needs.

Facilities management professionals who embrace the new Standard will find themselves on a journey. With the authority of an ISO Standard behind them, they will be taking the first step towards developing the FM workplace of tomorrow.

Asset management – the fundamentals

Asset management is about ensuring that assets deliver maximum value.

This means making sure an asset:

- delivers its functional requirements in line with the business objectives.
- does so in the most economical, safe, sustainable, and reliable manner.

The process capability afforded through applying ISO 55000 provides for:

- greater coordination, alignment, clarity, and credibility, in the governance and value achieved by asset management.
- improved management of risk, including financial risks, environmental risks, social risks, and risks to safety, reputation, and liability to prosecution.
- improved customer service levels and outputs.
- improved financial performance, added value through lower asset lifecycle costs, and improved asset performance.
- improved operational efficiency and effectiveness through the implementation of a continual improvement methodology.

Need for 'a degree of change'

As with all new standards and management approaches, the application

of ISO 55000 requires some degree of change. To really get the best from it, the facilities management professional needs to be fully conversant with its requirements, and how its principles are to be applied. Similarly, he or she needs to understand how to make the business case for its application and, perhaps even more importantly, how competence in asset management can be embedded in the organisation, say an NHS Trust, to enable its benefits to be achieved and sustained.

A case study

Sodexo, a global facilities management organisation whose activities include the provision of services to the healthcare and asset-intensive industry sectors, is applying the principles of ISO 55000 across the 80 countries in which it operates, and is rolling out an asset management competence development programme to its directly employed workforce of around 20,000 personnel.

For Sodexo, standardisation was necessary to satisfy global client expectations, to enable benchmarking for the identification of best practice and the unlocking of the organisation's worldwide capabilities, and for the roll-out of a competency development programme that would ensure commonality of understanding and the application of these principles.

On paper, the business case for being an early ISO 55000 adopter was obvious, but, two years ago, when the programme started, the vehicle needed to enable sustainable change on such a scale was not so clear.

A programme of learning

"The vital element of the solution", (says Keith Hamer), "was the establishment of a programme of learning that could be delivered globally, and that would take into account local needs, and that would be embedded into the annual development cycle for the global teams."

This pointed to the need for a global e-learning solution that teams could engage with at a local level, including allowing for local language requirements,

and it being followed up with workshops that reinforce the learning and ensure full achievement of the IAM competencies at Certificate Level.

This learning was developed in conjunction with a specialist provider, who had the knowledge to support the creation of the learning modules, and access to the technology to enable the global access, tracking, and management, of the learning programmes. +

Keith Hamer

Keith Hamer is a Chartered Electrical Engineer, with additional postgraduate qualifications in Manufacturing and Health and Safety. He has some 32 years' experience in leading technical engineering and service teams, providing asset management solutions in support of core business operations for major private and public sector organisations. He has also been chairman of the Asset Management Skills Facilities Management Board, providing leadership on the development of national standard qualifications for the facilities management sector.

In his current role – as group vice-president, Asset Management and Engineering, at Sodexo – he has been responsible for the creation, development, and deployment, of 'a unique framework of processes' to enable standardisation of asset management service delivery in line with the requirements of PAS 55 and now ISO 55000. This framework is now helping Sodexo to demonstrate its asset management capability in support of a number of leading FTSE 500 global businesses.

Kevin Main

Currently marketing director for Asset Wisdom, Kevin Main says he has 'a passion for running learning sets and research projects that focus on markets in transition, and in the development of the theoretical models, strategies, policies, and products, that need to be developed to capitalise on them'. This has seen him work as a consultant and employee for both 'think tanks' and small, medium, and large companies.

Over the past 15 years, he says he has contributed in a variety of ways to the evolution of thinking in the construction and NHS sectors, particularly as a facilitator of learning sets for the exchange of knowledge between leading players. When developing products and companies, his primary role has been 'positioning and marketing'.

Further articles planned

This article introduces ISO 55000. It will be followed by further articles in *Health Estate Journal* over coming months focusing on specific themes relating to the adoption and implementation of the Standard.

ISO 55000: Creating an asset management system

In the October 2014 issue of *HEJ*, Keith Hamer, group vice-president, Asset Management & Engineering at Sodexo, and marketing director at Asset Wisdom, Kevin Main, argued that the new ISO 55000 standards present facilities managers with an opportunity to create ‘a joined-up, whole lifecycle approach’ to managing and delivering value from assets. In this article, Kevin Main and Chris Bradley, who runs various asset management projects, examine the process of creating an asset management system.

In November last year, the Institute of Asset Management (IAM) presented Keith Hamer of Sodexo with its annual Asset Management Achievement Award. This was in recognition of the company’s asset management roll-out across 80 countries, covering facilities management in healthcare, oil and gas, mining, manufacturing and airports.

The Award provides a strong indication that asset management, which had previously been the preserve of ‘asset-intensive’ industries like oil and gas, is now reaching into industries and sectors, including healthcare, which employ a complex mix of assets that need to be integrated and used efficiently and effectively across their whole life.

This second article looks at the process of creating an asset management system. The purpose of an asset management system (or AM Framework as it is sometimes known) is to drive value from assets in a manner that best advances the delivery of the organisation’s Strategic Business Plan.

Minimum requirements defined

The new ISO 55000 standards define the minimum requirements for a joined-up, whole lifecycle asset management system. They describe good asset management practices, and set out the level of competency required to achieve them.

Asset classes range from infrastructure, plant, machinery and equipment, right

through to intellectual property and reputation, and, equally important, people, information, and finances.

Features of an asset management system

Figure 1 highlights the main features (boxes 4 to 10) that make up the structure of an asset management system based on the ISO 55001 standard. It incorporates the Deming ‘Plan, Do, Check, Act’ cycle of continuous improvement.

Context, (box 4), refers to all ‘the drivers’ playing on the organisation, including cultural, financial, economic, legislative, environmental, competitive, and political. Some are positives, while others will hold change back. The ‘drivers’ influence the design and scope of the asset management system.

Widened scope

For most facilities managers, the scope is likely to be limited to physical and infrastructure assets, but where an integrated asset management strategy is required for the achievement of corporate aims, the scope will, of course, need to be correspondingly greater. Similarly, the initial focus could be on a single business function, the whole organisation, or, indeed a set of organisations making up, for example, a local health eco-system.

An asset management system will also include the following features and qualities:

- **Leadership** (box 5): Top-level statements and behaviours that demonstrate a consistent commitment to good asset management.
- **Planning** (box 6): Clear, well-articulated policies and plans for how ‘vision’ is turned into actions that properly address the risks facing the organisation.



Figure 1: ISO 55001 Asset Management System Structure.

Source: Chris Bradley; Courtesy of The Woodhouse Partnership.

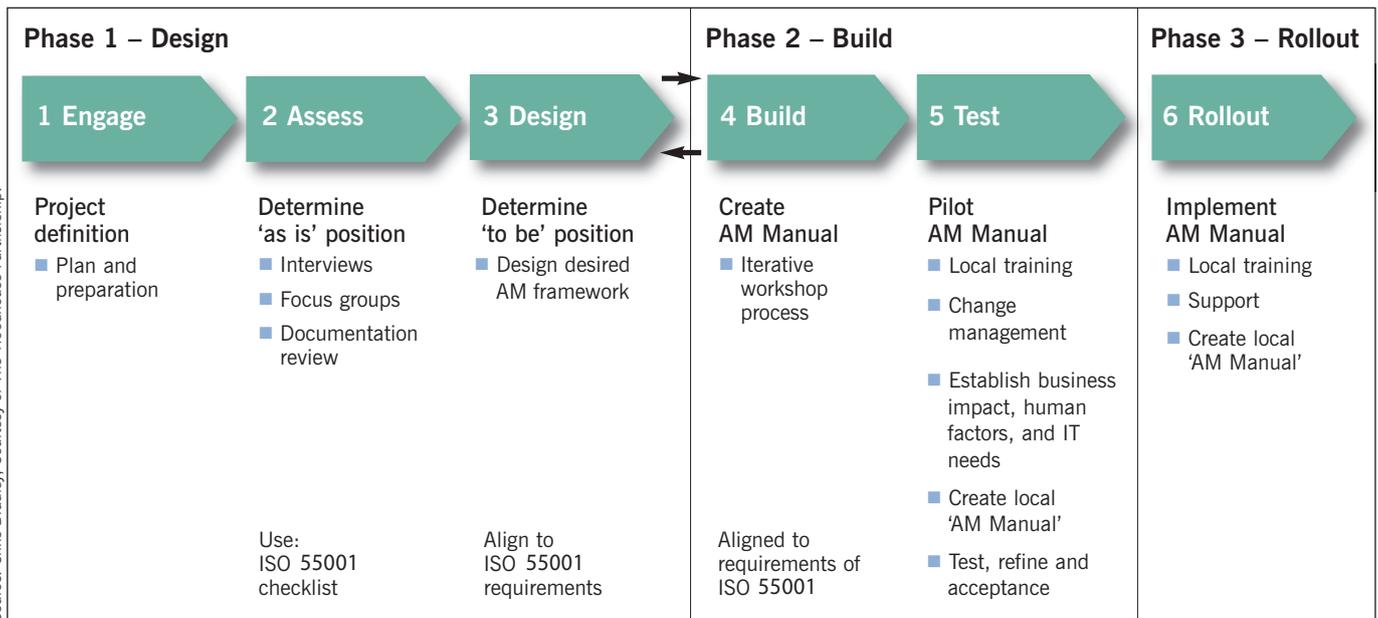


Figure 2: The Asset Management (AM) System Journey.

- **Support** (box 7): The provision of resources (people, information, and technology) so that the required communication and operational activities are in place.
- **Operation** (box 8): The mass of processes required to manage and deliver the activities in the plan and the changes encountered along the way.
- **Performance evaluation** (box 9): Regular monitoring, measuring, analysing, and evaluating, of assets and the system as a whole
- **Improvement** (box 10): Processes for driving continual improvement, including dealing with nonconformity, and implementing corrective and preventive actions.

The 'AM landscape'

Within the features (boxes 4-10) are the 39 subjects areas of good asset management practice as defined by the ISO 55000 standards. The 39 subjects provide a checklist (or benchmarks) against which an organisation's asset management

For most facilities managers, the scope is likely to be limited to physical and infrastructure assets

maturity can be assessed. They are often referred to as 'The AM Landscape', which is the result of international collaboration led by the Global Forum for Maintenance and Asset Management (GFMAM). The Institute of Asset Management (IAM) has issued a complementary publication called 'AM – An Anatomy', which also describes how the 39 subject areas interrelate with each other and the Strategic Business Plan. (For further information, see: www.gfmam.org and www.theiam.org. To obtain a copy of the ISO 55000 standards, see www.bsigroup.com).

The AM System Journey

The journey, like all journeys, starts with an understanding of where you are and where you want to get to. Figure 2 illustrates a proven methodology, aligned to the requirement of ISO 55001, for designing,

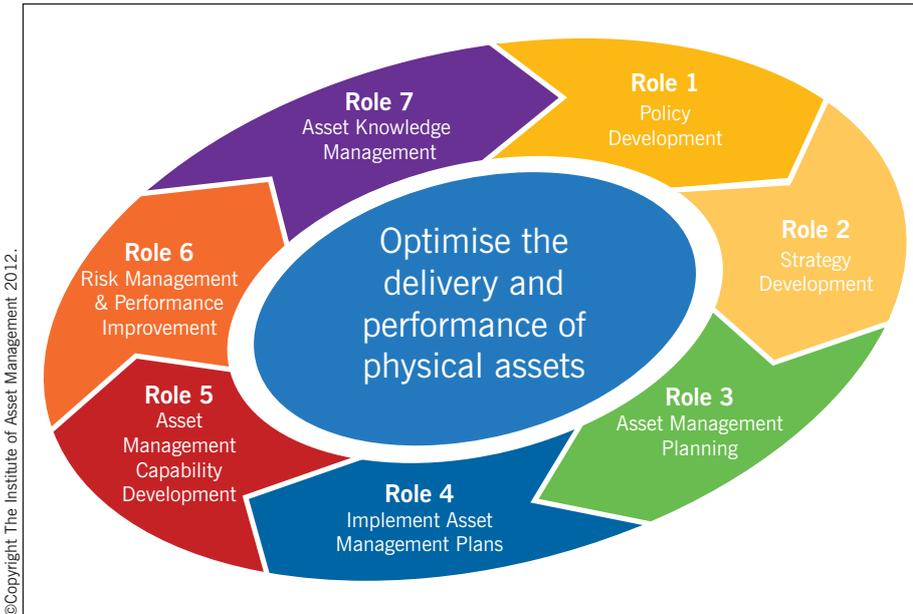
building, and implementing, a roadmap for getting to the end destination.

Phase 1 – the Design phase – involves three elements:

- 'Engage': planning and preparation.
- 'Assess': information gathering to understand the current position, followed by analysis and benchmarking against ISO 55001 requirements to identify gaps, and benefits from closing them.
- 'Design': creating the asset management system that is aligned to ISO 55001 and that is fit for purpose.

Phase 2 – Build & Test – involves two elements:

- 'Build': putting together the master documentation (the Asset Management Manual) that defines the asset management system. It is typically developed by the organisation's subject



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Figure 3: The IAM Competency Framework.

experts to leverage their combined expertise and practices.

- 'Test': testing, validating, and refining, the Manual against FM projects / contracts.

The 'Asset Management Manual' provides a complete overview of the asset management system, including support templates for business, and standard operating procedures that also identify what is 'mandatory' and what is 'advisory'. It can be tailored to meet local needs, achieve flexible roll-out, and address the specific needs of different contracts.

Phase 3 – Rollout – involves implementation and broad-scale training. The key fact here is that asset management is much more than a set of processes and procedures; it needs to become 'how we do things around here'. It calls for a culture of learning. People from across the organisation, including from finance, HR, and procurement, and key outsourced parties, need to be competent and confident in their designated roles.

The method of determining learning needs will typically start with an assessment of the organisation's competencies to determine gaps, and training needs to plug them.

It will typically be accompanied by, or immediately followed by, a staff engagement process to secure buy-in. This will then be supported by a training programme to equip staff with the skills and knowledge needed to implement their tasks confidently.

These days, most training is self-paced e-learning, as it offers knowledge certainty,

The rewards, especially for early adopters, are major cost and productivity advantages.

cost advantages, and flexibility. It is likely to be supplemented with work-based activities, including coaching and mentoring and, for those in key positions, with participation in learning forums and, potentially, some peer-to-peer classroom learning.

The IAM's Competency Framework

This framework (see Figure 3) is invaluable for uncovering competency gaps. It covers seven asset management roles:

1. Policy Development.
2. Strategy Development.
3. AM planning.
4. Implementing AM Plans.
5. AM Capability Development.
6. Risk Management and Performance Improvement.
7. Asset Knowledge Management.

Each role has a competency profile defined by units and elements of competence. There are a total of 27 units and 145 elements. They can be used as a baseline to define the competency requirements, personal skills, and attributes, needed within the organisation, and to plan development activities for people with differing levels of responsibility. The next article in this series will explore in more detail the benefits of using the competency framework.

Conclusion

The challenge of creating an asset management system sounds daunting. However, with strong visible leadership, a willingness to learn, and armed with the internationally recognised ISO 55000 standards that clearly set out the basic requirements, it is a journey that can begin with small steps. The key is to build confidence before rushing in.

The rewards, especially for early adopters, are major cost and productivity

About the authors

Chris Bradley and Kevin Main were both key members of the development and roll-out of Sodexo's asset management project.

Chris Bradley divides his time between Asset Wisdom, where he is director of product development, and TWPL, where he manages global asset management consultancy assignments. With over 30 years' experience of 'getting the job done', he has extensive experience in e-learning solutions, asset management, business management, account management, and project management.

Kevin Main is the marketing director for Asset Wisdom, and runs learning sets. He also engages in research, particularly in markets undergoing major transition. He has worked in both 'think tanks' and in small and large companies. Most of his work in the past 15 years has been in the construction and NHS sectors.



Chris Bradley

Kevin Main

advantages. This applies for both public and private sector organisations. For FM suppliers, it is also a major opportunity for 'differentiation'.

In the case of Sodexo, the company's clients have seen improved business performance and, as a result, have invited the company to pitch for 'whole life' asset solutions. Sodexo has also seen increased staff motivation and retention rates as staff thrive on the new challenges.

The ISO 55000 challenge should not be feared. Embrace it.

A personal view

Chris Bradley adds: "A common question from those new to AM is: 'Where do I start?' 'Don't jump in with actions' is my first response. "Start by acquiring knowledge. Get yourself into a position to have informed discussions with experts. They have seen the mistakes that people make. Use them to support you on your journey, and get the support and endorsement from the top of the organisation."



Improving confidence to manage assets

In this article, the third in a series on the new ISO 55000 asset management standards (see also *HEJ* – October 2014 and February 2015), Kevin Main, marketing director for asset management solutions learning consultancy, Asset Wisdom, and June Lancaster, a learning expert with years of experience of learning in the healthcare sector, describe “how the asset management challenge calls on facilities management companies and other suppliers to the healthcare sector to become ‘learning organisations’”, and how this has been achieved by Sodexo, ‘and can be done by others’.

This article explores how asset management competency frameworks can help companies give their staff the competence and confidence to manage their clients’ assets on a whole-life basis in addition to maintaining them. The article’s fundamental premise is that, to succeed in this challenge, organisations need to become ‘learning organisations’.

We take a particular look at Sodexo’s experience of moving up the value chain to offer asset management (AM) services on top of its facilities management (FM) services, and note that becoming a ‘learning organisation’ is one of just four characteristics that the company saw as essential. These were to:

- 1 Become an ‘AM-orientated’ facilities management company.
- 2 Develop a robust set of asset management (AM) policies and practices.
- 3 Become a ‘learning organisation’ to develop competent and confident asset management staff.
- 4 Measure and evaluate to assess success, and to trigger continuous improvement.

Competency frameworks

Competency frameworks are sets of sector-validated benchmarks of best practice for a given activity or cluster of activities. As such, they can be used in day-to-day human resources tasks such as developing training needs analysis, job descriptions, and succession planning. They can also be used at a strategic level to underpin organisational change and growth.

The facilities management sector, like

Learning organisations develop ‘Total Learning Solutions’ to give their staff the required competences, and the confidence to use them

other sectors, mostly focuses on the former. The focus of this article is on the latter, since moving up the value chain to managing, as well as maintaining, a client’s assets is a serious step change in business activity.

There are currently three widely recognised AM competency frameworks: the ISO 55000 Competency Framework, the IAM Competency Framework, and the Global Forum on Maintenance and Asset Management Competency Specification. There is massive overlap between them, as they were all developed on the back of the process of creating the ISO 55000 standards.

The IAM’s Competency Framework

For those wishing to check out a framework, visit: <http://tinyurl.com/n753vds>. This ‘link’ takes you to The Institute of Asset Management (IAM) Competency Framework, and is an excellent guide to how frameworks can be of value in a wide variety of asset management contexts.

Learning organisations

For those aiming to become a ‘learning organisation’, it is important to understand

what this means. Definitions and models abound, but they share core elements. The short descriptors given here are based on the Social Care Institute for Excellence’s *Learning Organisation: A Self Assessment Pack* which, in turn, is derived from research by Iles and Sutherland on NHS practice (visit: <http://tinyurl.com/6ktdd>)

- Key characteristics of a successful ‘learning organisation’ include:
- Strong lateral (as opposed to vertical) relations between all partners that see people share information, challenge things and search for improvements.
 - A culture of openness, characterised by creativity and experimentation.
 - Reflexive knowledge management systems see circular relationships between cause and effect, with staff taking knowledge out and feeding new knowledge back in.
 - Learning is pervasive: types, methods, and opportunities, ensure that learning is part of the job, and that staff are supported to be more reflective, competent, and confident.
 - The learning system is measured to determine its contribution to elements such as staff satisfaction and retention, and its contribution to ‘the bottom line’.

A key and relevant mantra is: Know – Understand – Apply – Absorb – Improve, while an equally applicable and relevant ‘key fact’ is that learning organisations understand the emotional aspects of learning, and naturally address the motivating and demotivating drivers.

Total Learning Solutions:

Learning organisations develop ‘Total Learning Solutions’ to give their staff the required competences, and the confidence to use them. To be fit for purpose, the solution needs to be appropriate to a company’s needs and character. It will generally make extensive use of ‘generic’ materials (such as off-the-shelf training based on recognised competency frameworks), but is likely to customise them (such as through branding), and to produce some new materials of its own.



Figure 1: Six steps to creating a Total Learning Solution.

- Outputs will typically be of two kinds:
- Online: for the training of concepts, processes, models, and principles. This will typically entail e-learning, as it ensures consistency of learning, can be done 'anytime, anywhere', is trackable, and cost-effective, especially when undertaken globally. It may also include webinars, e-classes, and the like.
 - Face-to-face: for the reinforcement, exploration, and application, of the online learning. It will typically include classroom-based learning, workshops, assignments, and coaching. It also seeks to build a 'community of practitioners'.

In Figure 1 we set out what we consider to be the 'Six key steps to creating a Total Learning Solution'.

Sodexo's experience

In 2012, Sodexo decided that, as well as maintaining assets on behalf of its clients, it would move up the value chain to managing them on a whole-life basis as well. The company saw the challenge as prescient given its 'improving quality of life' philosophy, as well as emerging client calls for 'whole-life' services based on 'global standardisation' (global consistency tailored to local conditions). The company also saw that being an ISO 55000 early adopter would enhance staff retention and increase revenue and profitability. (For fuller details, see *HEJ* – October 2014, pages 86-87: 'ISO 55000 promotes 'joined up' approach'). The company created an asset management system – which it coined 'The Sodexo Way' – which is a compendium of the policies, procedures, technical documents, forms, and templates that operating units are expected to use when fulfilling contracts. (*HEJ* – February 2015, pages 64-66: 'ISO 55000: Creating an asset management system').

At the same time, Sodexo committed to creating a training programme for its 18,000 Technical Services staff across the 50+ countries it operates in.

"The aim," to quote Keith Hamer of

The aim was to create a culture of learning; to win the hearts and minds of our staff

Sodexo, "was to create a culture of learning; to win the hearts and minds of our staff, and to give them the competence and confidence to make best use of 'The Sodexo Way'. He added: "A team, including June Lancaster, Kevin Main, and Chris Bradley, was drafted in as learning experts to develop educationally sound materials for our staff."

The Sodexo brief

The brief was:

- To cover all IAM certificate level competences.
- To facilitate 'standardisation'.
- To facilitate 'tailored learning' for key AM roles and support staff.
- To allow for 'customisation', e.g. to meet local cultural needs.
- To be cost and time-efficient.

The team, who are now working together at Asset Wisdom, developed:

- 18 e-learning modules
- 5 face-to-face workshops.

"The e-learning," says Keith Hamer, "was relatively easy to roll out through the company's Learner Management Systems. The approach maximises cost-effectiveness, flexibility of delivery, and certainty that the same knowledge is being absorbed across our operations. The workshops stimulate discussions about how the global standards are implemented locally, taking into account culture and sector specific needs."

Taken together, the learning provides a

reasonably comprehensive coverage of the IAM's Competency Framework and the 39 subject areas that make up the Global Forum on Maintenance and Asset Management (GFMAM) 'AM Landscape'.

Learning options

The learning can be done as a full suite or in parts, e.g. to align to the seven key asset management roles listed in the IAM's Competency Framework (www.theiam.org/cf):

- Policy development.
- Strategy development.
- AM planning.
- Implementing AM plans.
- AM capability development.
- Risk management and performance improvement.
- Asset knowledge management.

The learning has been translated into seven languages, and is being used in 17 countries across 41 client contracts spanning oil and gas, mining, manufacturing, and healthcare.

Regarding healthcare, Keith Hamer said: "The framework has been developed to maintain patient service on diminishing annual budgets. The capability of our people in asset management enables us to better assess capital programme priorities, and to better utilise the OPEX budget by doing the appropriate maintenance activities on the existing assets.

"Three hospitals have been involved in the programme – Manchester Royal Infirmary, St Joseph's Hospital in Berlin, and the Sukhumvit Hospital in Bangkok."

In conclusion

Becoming a 'learning organisation' committed to embedding asset management as a core service alongside traditional maintenance services could

The approach maximises cost-effectiveness, flexibility of delivery, and certainty that the same knowledge is being absorbed across our operations

In 2012, Sodexo decided that, as well as maintaining assets on behalf of its clients, it would move up the value chain to managing them on a whole-life basis as well

become essential for facilities management and other suppliers to the healthcare sector as clients move towards a 'whole life, whole system' approach to maximising the efficiency and effectiveness of their assets.

Sodexo's experience indicates that the recently produced competency frameworks that are based on the new ISO 55000 standards have defined the journey.

As Keith Hamer says: "For Sodexo, training based on internationally recognised asset management standards is giving AM competence and confidence to thousands of our staff on behalf of numerous clients, and it has paved the way for others to follow."



June Lancaster

June Lancaster, a nurse by background, who has spent 35 years working within healthcare and facilities management companies, now runs her own consultancy, Asset Wisdom. She is also a director of the educational division of estates and facilities consultancy, CPA. Her interest in is the relationship between clinical and facilities services – 'how, by working together with a joint agenda and language, greater efficiency and effectiveness can be achieved in the delivery of care'. She has a particular interest in 'understanding the impact of embedding learning across disciplines and organisations to encourage personal growth and development, and to increase the utilisation of assets to achieve business objectives'.



Kevin Main

Kevin Main is the marketing director for asset management solutions learning consultancy Asset Wisdom, and runs learning sets. He also engages in research, particularly in markets undergoing major transition. In his career to date, he has worked in both 'think tanks', and in small and large companies. Most of his work in the past 15 years has been in the construction and NHS sectors.

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