Leadership

Jude Carey – Iarnród Eireann
Asset Management

Excellent Asset Management comes through an effective and committed executive leadership and a commitment to Asset Management.

Business success is a direct reflection of the leaders that oversee the organisation.
Implementing Asset Management can take one of two approaches:

**Engineering**
Will it be a source of initiatives and continuous projects or

**Business**
Whole Organisation approach in line with ISO 55000
Cost
Risk
Performance

Stakeholders
Funders, Customers, Board, Operators

- Company Strategy
- 5 year plan
- Multi Annual Contract
- Track Access agreement

- Totex spend (M&R)
- Replacement Value
- Steady State Spend
- Surplus/Shortfall of funding
- Benchmarked cost of activity

- Asset Condition
- Remaining Life
- Delay Minutes
- Punctuality/Availability
- Journey Time
- Capacity / Frequency
- Customer Satisfaction

- Safety
- Commercial
- Reputation
- Environment
- Relationship with stakeholders
Increase Sanding and Gel Applicators for Leaf Fall

Value

Cost

Performance ↔ Risk

CEO
CFO
Head of Safety
CCE
CESET
Head of RU
Board Member
Asset Management

Implementing Asset Management can take one of two approaches

Engineering
Will it be a source of initiatives and continuous projects or

Business
Whole Organisation approach in line with ISO 55000
Asset Management

If we select the Business Approach, the CEO is critical to its success as a leader who endorses and champions this approach. A convincing business case is usually critical for a CEO to endorse such Asset Management approach. In the absence of this endorsement, a full Business implementation of Asset Management is unlikely to be achieved.

Requires a business case built on Value
How would you spend the last €5m

Renew a bridge

Open a Station

Signaling System three years beyond end of life

Line Speed Improvements

Mobility in the field - iPads

Sanding & Gel Applicators for leaf fall

The decision must be built on Value
How would you spend the last €5m

- Line Speed Improvements
- Renew a bridge
- Open a Station
- Mobility in the field - iPads
- Gel Applicators for leaf fall
- Signaling System three years beyond end of life

Would each leader make the same decision?
How would you spend the last €5m

- Line Speed Improvements
- Renew a bridge
- Open a Station
- Mobility in the field - iPads
- Gel Applicators for leaf fall
- Signaling System three years beyond end of life

Value?

Intuition v Analysis

CEO

Focus on Cost

Silos

Divisional Budgets

www.railway-asset-management.org
Head of Commercial Asset Management

My focus is on Value

Diagram:
- Cost
- Performance
- Risk

Diagram shows the relationship between cost, performance, and risk.
Head of Commercial Asset Management

Would you know how to recruit and train one?

Would you delegate to your existing finance team to recruit one?
Asset Management Leadership

To Summarise

CEO

Business Case established

Value Framework for decision making

Embedded through ISO 55001

Recruitment & Succession planning

Training & Development
Leadership

Thank You

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