Asset Management Leadership
Insights from Rail Leaders

Step Forward on developing
Asset Management in Railways

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Jude Carey
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Asset Management
“Delivering Superior Value for Irish Rail”
Asset Management Leadership

Would your Asset Management journey and energy falter if your CEO left the organization

or

is Asset Management fully embedded in the organization?
Developed a project within the UIC Asset Management Working Group

- Interview Senior leaders and CEO’s
- Develop a consistent set of questions
- Publish the interviews
Interviews held with

➢ RFI
➢ SNCF
➢ OBB
➢ Network Rail
➢ Sydney Trains
➢ MTR Hong Kong
Questionnaire

Journey
• Can you describe how you learned and became aware of Asset Management
• What convinced you to take a leadership role in Asset Management

Role of the CEO
• Would the Asset Management journey and energy falter if the CEO left the organisation or is it fully embedded in the organisation

ISO 55001
• Is ISO 55001 required to deliver Asset Management
• Can ISO 55001 be delivered without CEO/senior leadership endorsement
Questionnaire

Senior Leadership/ Board

• How do you sell Asset Management to Board / Senior Leadership
• Do you need to adopt the Language of Asset Management and rather focus on general business language and outcomes
An Asset is defined as something that has value (now or in the future).

As Asset Owners we are tasked with maximising the value we realise from our assets.

Value is defined in terms of Funders, Customers and the Board and is the blending and balancing of:

- Performance
- Cost
- Risk
Questionnaire

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Benefits
• Can you describe the benefits delivered to date and/or targeted to deliver (including KPI targets)
• What KPIs are impacted by Asset Management
• Or is it accepted that Asset Management will deliver benefits but they cannot be measured
Questionnaire

Key Drivers
What are the key drivers for success in Asset Management

Culture
• How does the culture impact Asset Management
• How can we develop the culture to support Asset Management
**Vision**
One team, safely delivering brilliant services for customers and taxpayers”

**Questionnaire**

**Value/Decision Making**
- Are investment decisions made with reference to Value and in particular do they consider the customer?
- How are they prioritised or optimised?
- Does the business protect silos and existing budgets?
- Is the customer better represented in a fully integrated organisation as compared to a separated IM and RU. How is the customer reflected in IM KPIs?

**Strategic Directions**
Customer Focus Leader (1st of 6)
New Role

• If you appointed as CEO to say a rail organisation which is at a lower level of maturity what are the 2 or 3 initiatives that you would put in place
Next Steps

Continue the Interviews

Publish a document
Blended document based on the questions
Thank You

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