



Innovative Strategies for the Road Ahead

FLEET MANAGEMENT IMPROVEMENT:
a road map for Fleet Forum members



This Fleet Management Improvement Road Map is developed:

- To support Fleet Forum members in the realisation of fleet management improvements
- To set realistic goals for improvement with Fleet Forum humanitarian members (future state)
- To suggest concrete steps a member should take to achieve improvement results

PHASE I



1. Start the Fleet Management Improvement Programme:

- Fleet Forum Membership;
- the organisation wants to improve in fleet management;
- the organisation understands it has a problem with fleet management;
- the organisation sees an opportunity with fleet management.

2. Define the organisational context:

- What are organizational priorities?
- What is the role of fleet management within the organisation?
- Is Fleet Management on the agenda of senior management?

3. Set the annual improvement ambition:

Kick-off with global focal point. Discuss expectations and Fleet Forum working groups (member benefit). Annual ambition setting: What must be achieved to call success?

4. Collect data:

If there is no data available or available data of the data is of low quality:

- Share data collection sheet ([template](#)) with country offices (CO);
- Communicate need for data collection to CO. A draft text can be found here;
- Have monthly sessions with CO to discuss quality (timeliness, completeness) of the data;
- Join Fleet Forum Working Group: Data Collection and Analysis.

Tip: collect data for at least 5 months to even out potential seasonal trends when you set your baseline.

5. Analyse data to set a baseline:

a) Conduct Fleet Management data analysis on initial set of basic KPIs:

- Average age of fleet;
- Utilisation rates;
- Total Cost of Vehicles. Tool: [TCO calculator](#);
- Ratio type of vehicles;
- Crashes per 100.000 kilometres;
- CO2 per vehicle. [Tool: Clean Fleet Toolkit](#);
- Average fuel consumption (L/100 km);

b) Conduct Fleet Management Self-Assessment (humanitarian FM Standards) to get an initial understanding of the robustness of your fleet management approach. Focus on technical, managerial and financial aspects of fleet management. Identify the strengths of the fleet operation as well as areas for improvement [Tool: Fleet Management Self-Assessment](#). Communicate results of the data analysis and assessment to country offices (CO)

6. Engage senior management:

- Identify a sponsor for your fleet management improvement plan;
- Conduct a session to share the results of the data analysis exercise;
- Get feedback / input on the organizational priorities;
- Understand what 'the cost of doing nothing' is.



Check point #1: Willingness

Focal point understands the need for fleet management improvement and is actively and visibly supporting the implementation. Focal point builds a coalition of support within COs and HQ.

Results of phase I:

Know what the current state is (baseline)
Have an understanding about what the gaps are
Engage Senior Management
Identify the low hanging fruits (as input to the priority setting exercise)

PHASE II

Phase II

Timeline: 6 – 9 Months



7. Set priorities

- 1) Join Fleet Forum Working Group: Cost reduction, road safety, environmental impact;
- 2) Define priorities / actions to achieve the priorities. Use the priority matrix as input and relate the priorities to organisational context;
- 3) Conduct Change Readiness check;
- 4) Communicate priorities / actions to CO;
- 5) Identify how progress will be monitored (systems, tools).

8. Define opportunities:

- Develop a business case;
- a) Opportunity / challenge;
 - b) How to solve (actions);
 - c) Investment (\$/man power) / returns on investment.

9. Set KPIs: What does good look like?

Fleet size, utilisation, TCO, road safety, environmental impact.

10. Identify accountability & responsibility

- a) Identify roles and responsibilities based on organisational structure;
- b) Develop job descriptions (fleet manager, dispatcher, driver).

11. Set policies and procedures

[Click here for a downloadable list of useful resources.](#)

12. Build capacity (preparation)

Fleet Management Handbook;

Driver Handbook;

Training: Fleet Excellence Fundamentals and Pro training, Driver's Seat training portal;

Communication with COs (monthly).



Check point #2: Readiness

Focal point has engaged the organisation. Senior management is convinced that fleet management improvements are needed. Senior management is supportive of the changes.

Results of phase II:

Decisions are made what to focus on first;

Foundations of fleet management improvement are built.

PHASE III

Phase III

Timeline: 6 Months

14.
Measure &
analyse

13.
Implement
actions

13. Implement actions

Develop and execute action plan for implementation.

In the action plan the following topics should be described:

- a) Opportunities, activity, change management, finance, stakeholders, review mechanism
- b) Join Fleet Forum Working Group: Implement Fleet Management Action Plan

14. Measure and analyse

HQ Focal Point contacts CO to exchange impressions of progress.

HQ Focal point participates in Fleet Forum Working Groups

Include that it is an annual exercise, explain the cycle

- a) What went well
- b) What needs to be improved



Check point #3: Ability

COs are implementing the actions from the action plan. Staff applies the training / fleet management improvement principles to their daily work. Staff are actively collecting data and use it to monitor costs, safety, utilization and/or environmental impact.

Things to expect:

Staff will explore new ways of working, mistakes and setbacks will happen. Key is to communicate often in any shape or form and to celebrate all (small) successes.

Results of phase III:

- Reduced costs
- Improved safety
- Reduced environmental impact



Check point #4: Achievement

Focal point to measure compliance to SOPs, retake assessment, analyse progress fleet performance.

CO staff to provide feedback to HQ Fleet Focal point

New Goal Setting



The Fleet Management Improvement Road Map follows the Plan-Do-Check-Act (or Adjust) cycle.

The Plan-do-check-act cycle is a 4-step model for carrying out change. Just as a circle has no end, the PDCA cycle should be repeated again and again for continuous improvement.

Based on the goals to be achieved the organisation plans its activities. Based on the planning the organisation executes the activities (do).

To determine whether the activities are executed in the right way and led to success the organisation measures (checks). Based on the outcome of the analysis of the measurements the planned activities will be adjusted (act). Then the cycle starts again

WORKING GROUPS



Fleet Forum supports its members in their fleet management improvement journey by facilitating so-called Working Groups. The Working Group is designed to bring together individuals possessing the relevant knowledge and skills who will act either individually or collectively to undertake activities in order to achieve fleet management improvement objectives.

Fleet Forum will facilitate the following Working Groups:

- Data collection and analysis
 - Cost reduction
 - Fleet safety
 - Reducing environmental impact
 - Implement fleet management action plan
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- The Working Group will meet at approximately monthly intervals with an agenda that will include monitoring progress against achievement of objectives, any problems or issues encountered and examples of good practice.
 - An agenda will be produced and issued to members at least three working days before each meeting.
 - Members will be invited to contribute items to the agenda if they wish.
 - Minutes of each meeting, including action points and owners, will be circulated to all participants no later than one week after the meeting.