

Change Management in Fleet and Operations

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OR

- How to influence fellow managers?
- Observations by D Parr on Council Fleet Management

Daniel Parr

- RCV engineering apprentice 1970,s
- Army 1980's
- Waste Management mid1980's to 1990's
- Fleet Management since early 1990's,
(mainly Councils)
- Interim Management since 2005

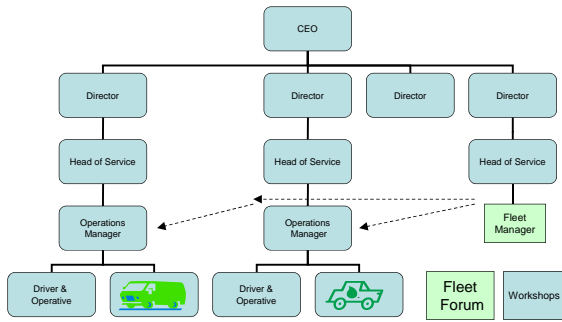
Common complaint and issue
for Council Fleet & Transport
Managers

Issues

- Drivers have no respect for their vehicles
- Line Managers who do not manage their drivers
- Senior Management does not listen or understand
- **Responsibility but no Authority?**

**Responsibility but no
Authority**

Typical Council Fleet Responsibility



How is success measured for a Fleet Manager

When you are knee deep in alligators

You may forget your aim was to drain the swamp

Success?

- Managing the workshop
- Managing the external maintenance
- Fleet replacement programme
- Providing new vehicles
- Advise on change
- Professional advice to Peers & senior managers

Reasons for Change

- Technology
- Legislation
- Reorganisation
- Budget constraints
- New vehicle

Professional advice to Peers & senior managers

The greatest challenge
Are we listened to?

Manage the Managers

- The successful Fleet Manager must be able to “Influence” the Managers

How

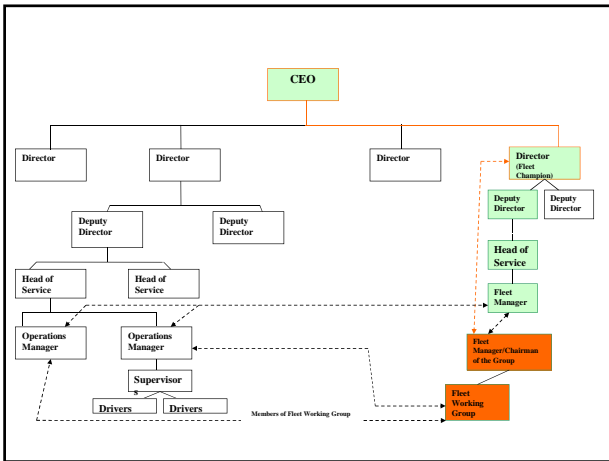
- Dependent upon the culture?
- Dependent upon reporting lines?
- Communication skills can be just as important as technical knowledge

How to influence?

Has become noticeable as an assignment task (D.P.)

Some idea's

- Line of reporting
- Fleet working Group
- Hand books guide books
- KPI approach
- 1-2-1 with line managers
- H&S approach – CMA etc
- Access to Director
- Access to C.E.



To be successful the Fleet Manager needs

- To be able to Manage the Managers
- Influence senior management
- Communicate the message
