

## **Change Management in Fleet and Operations**

Daniel Parr  
APSE BVC associate

---

---

---

---

---

---

---

---

**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**

---

---

---

---

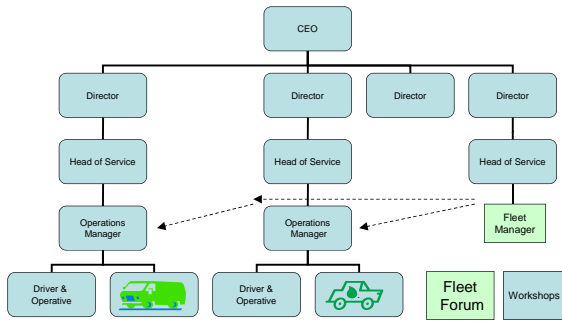
---

---

---

---

## 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.

---



---



---



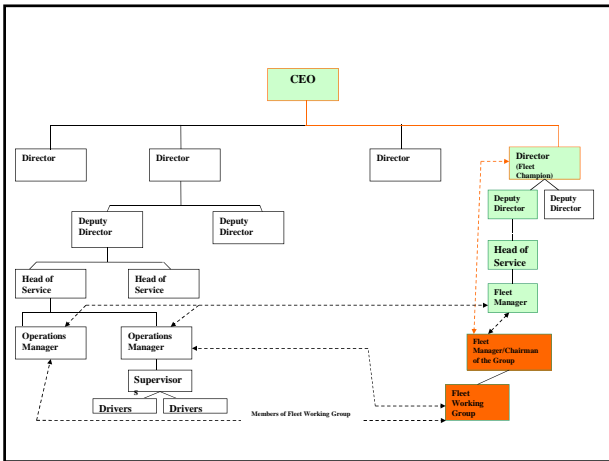
---



---



---




---



---



---



---



---



---

## To be successful the Fleet Manager needs

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

---



---



---



---



---



---