

# **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

# Please note

- This presentation is based upon the views & observations of D Parr as a Council Fleet Manager & Interim
- They do not necessarily reflect or represent the views of APSE or any Council
- Discussion – Your views

# 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
- **And still learning – every assignment**

# Typical Assignment

- Both as an Interim and before 2005, as Council Fleet Manager
- Usually asked to “fix” an issue
- Change something
- Improve a process
- Increase compliance
- Identify the problem
- **A common theme became apparent**

The under-lying common theme  
was not: -

- Change management
- Efficiency's saving
- Improve .....

# Reasons for Change

- New vehicles
- New technology
- New legislation
- Budget pressures
- New thinking
  
- New structure's

# Fleet & Change Management

- Fleet & Transport Managers are inherently very good at dealing with change
- They do not realise how often they deal with change or introduce it
- Why

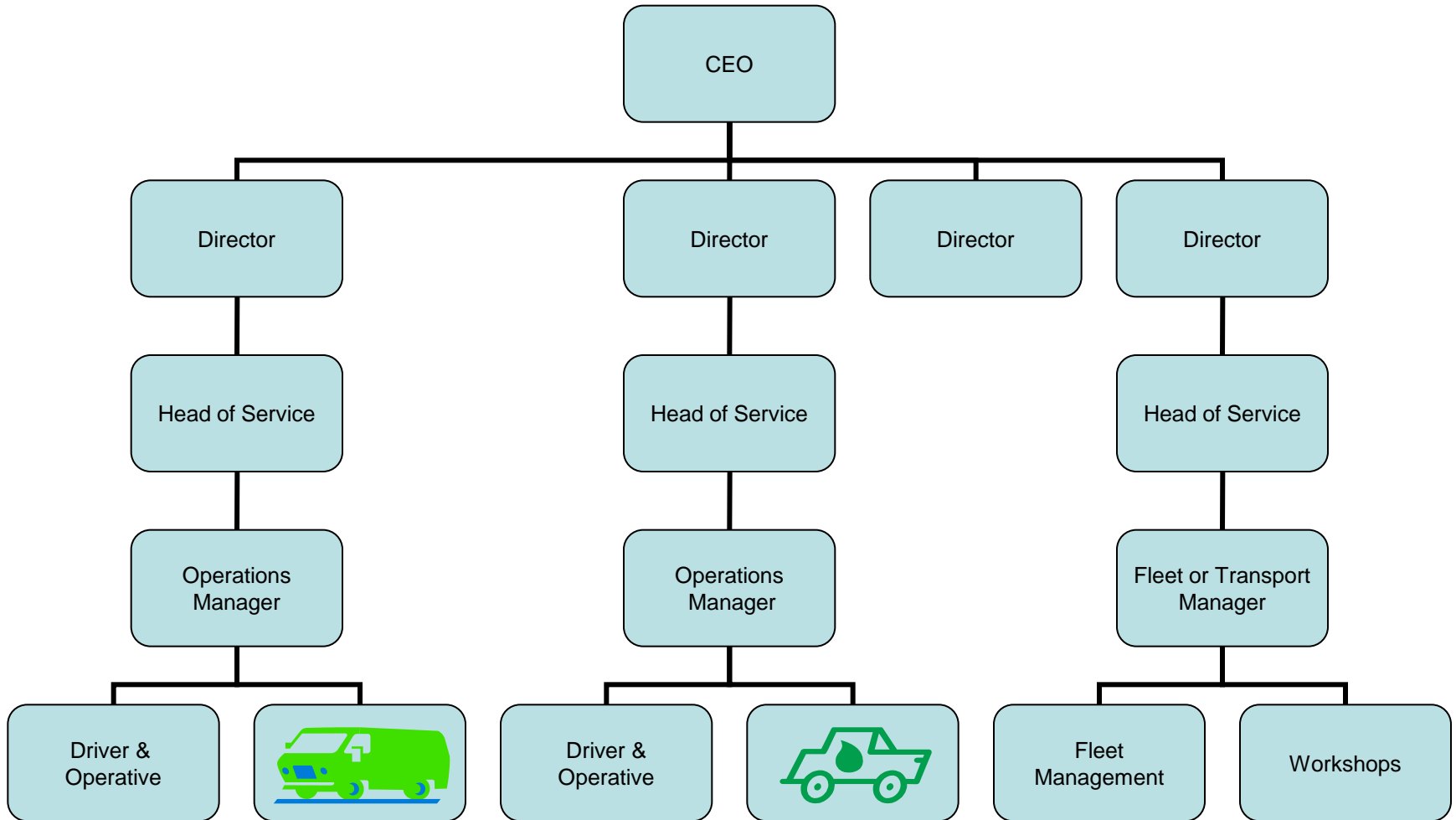
Common theme was an old  
thorny issue for Council Fleet  
& Transport Managers

# Issues

- Drivers have no respect for their vehicles
- Because Line Managers 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

# Or

- When you are 3 deep in VOR's
- All the bays are blocked
- ..... manager is asking will he have enough vehicles for the morning
- Finance director is asking for that report
- Gentleman from a govt dept is in reception
  
- You may forget you aim was to manage the fleet

# Success?

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

# 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  
underlying 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.



# DP view on common theme

- Successful fleet managers are good because they “talk” to fellow managers
- Where they do not “talk” there is often issues

# To be successful the Fleet Manager needs

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