



Sustainable transport for a better world

COMPETENCY FRAMEWORK

PROFESSIONAL STANDARDS FOR SAFE AND SUSTAINABLE FLEET MANAGEMENT

The skills, knowledge and behaviours you need to influence and drive change

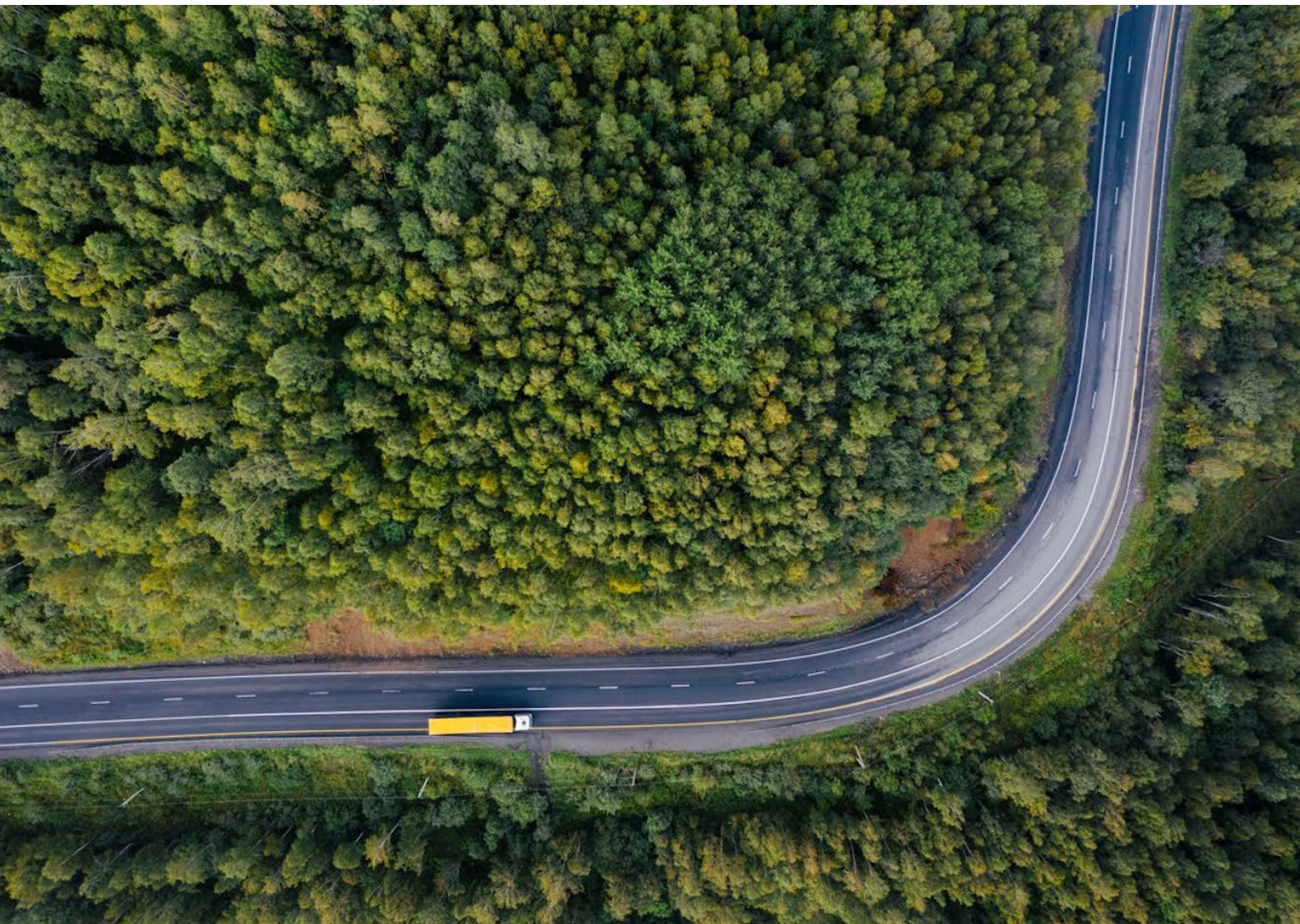


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ABOUT THIS GUIDANCE DOCUMENT

About this Guidance document

In line with Fleet Forum's strategic aims to enhance, collaborate and influence, we recognise that Fleet Forum needs to do more to build capability across the profession. So, in 2021, we released a safe and sustainable fleet management competency framework following extensive research and consultation with fleet management, OSH and sustainability professionals.

The framework reflects the significant changes that have occurred in the workplace over the last decade. Today's fleet management professionals need a broader range of skills, knowledge and behaviours to influence and drive change.

The competency framework includes 48 competencies across eight categories for six roles: Senior Manager, Fleet Manager, Dispatcher, Driver, Passenger and Subject matter experts with responsibility for fleet safety / sustainability.

The level of competencies required for each individual role will vary and depend on factors such as the size of organisation, the nature of the organisation's activities and the individual's seniority or career stage.

Who is this competency framework for?

Fleet Forum's competency framework reflects best practice in fleet safety and sustainability today. It is designed to be an actionable set of standards to help individuals and employers maximise performance and minimise risk.

The competency framework provides a set of skills, knowledge and behaviours that can be used by managers and staff to lead and take responsibility for their own learning and development.

For professionals involved in safe and sustainable fleet management: competencies enable individuals to align their skills and ambitions with the needs of the workplace, helping to visualise career progression and take an active role in exploring their potential and identify trainings that match the individuals' ambitions.

For employing organisations: the competency framework can inform the various facets of human resources management:

- For planning, competencies are applied in job design, which involves the determination of the job content, the requirements to carry out the job and the relationships between the job holder and other staff. In this context, competencies ensure that the attributes, skills and behaviours necessary to achieve the highest performance standards for the specified job.
- For recruitment, competencies form an integral part of the selection process, facilitating the assessment of candidates to determine their suitability for the specified job.
- For performance management and staff development, competencies facilitate the establishment of performance standards against which staff will be assessed, and the identification of individual and agency-wide staff development priorities.

For training companies: by using a competency framework to drive choices, training events will more likely address true job needs. If competencies have been used to help define the curriculum and learning outcomes, and to help determine the learning activities to achieve the outcomes, the training will be addressing true job needs, and not merely potential needs or nice-to-know information. The competency framework can help training companies design a programme that meets the needs of their client organisation.

What is fleet management?

Vehicle fleet management is the proactive management of an organisation's vehicle assets, which may include light vehicles, heavy vehicles, specialist vehicles and motorcycles. Fleet management covers a range of functions, including vehicle procurement and financing, vehicle maintenance, vehicles telematics (tracking and diagnostics), driver and personnel management, speed management, fuel management and disposal

Fleet management is a function that allows an organisation which relies on vehicles for the delivery of their mandate and objectives to manage the risks associated with vehicle investment and access a safe and sustainable fleet service.

Acknowledgements

Funded by UPS, this project was managed and carried out by Fleet Forum. This work would not have been possible without the invaluable collaboration of the Institution of Occupational Safety and Health (IOSH); the Chartered body and largest membership organisation for safety and health professionals. IOSH acts as a champion, adviser, advocate and trainer for health and safety professionals working in organisations of all shapes and sizes, in around 130 countries. Their focus is to support members in creating workplaces that are safer, healthier and more sustainable.

ACCOUNTABILITY FRAMEWORK

Who is accountable for safe and sustainable management of fleet?

Accountability refers to the ownership of safety and sustainability management responsibilities and the obligation to report on the discharge of those responsibilities. In the context of safe and sustainable fleet management, the following roles are accountable:

Senior Manager: those who manage others and manage risk and resources. Typically, Global Fleet Manager, Country Director.

Fleet Manager: those who are responsible for maintaining a safe, environmentally friendly, reliable, cost-efficient fleet at regional, country or field level. Typically, Fleet Manager at country or regional level.

Dispatcher: Those who are responsible, in the field or country office, for assigning vehicle and drivers to meet the daily transport demands of the organisation.

Transport User: those who use vehicles for work-related activities. Transport users mainly consist of staff members and the affiliated workforce. They need transport to conduct their tasks and travel in vehicles as passengers. External personnel and partner passengers also make use of the organisation's fleet, for example when doing a site visit or on mission as part of a project.

Driver: those who are recruited primarily on their driving experience and skill sets and operate vehicles that are either owned or rented by the organisation for work purposes.

Cross-functional expert: those who are working in other functions of the organisation that are related to the fleet management function. Typically Finance, Security, Operations etc.

Some organisations outline the ownership of these responsibilities in what is known as an Accountability Framework. For an example, please visit our [Knowledge Platform](#).

Accountability

A close-up photograph of a hand holding a whiteboard marker, positioned as if about to write or having just finished writing the word "Accountability".

Competency Levels

Our competency framework recognises four levels of competence:

- Awareness
- Operational
- Tactical and
- Strategic.

Tier 0 – Awareness:

Displays understanding of basic function, relevant to all personnel not using this competency.

Tier 1 - Operational:

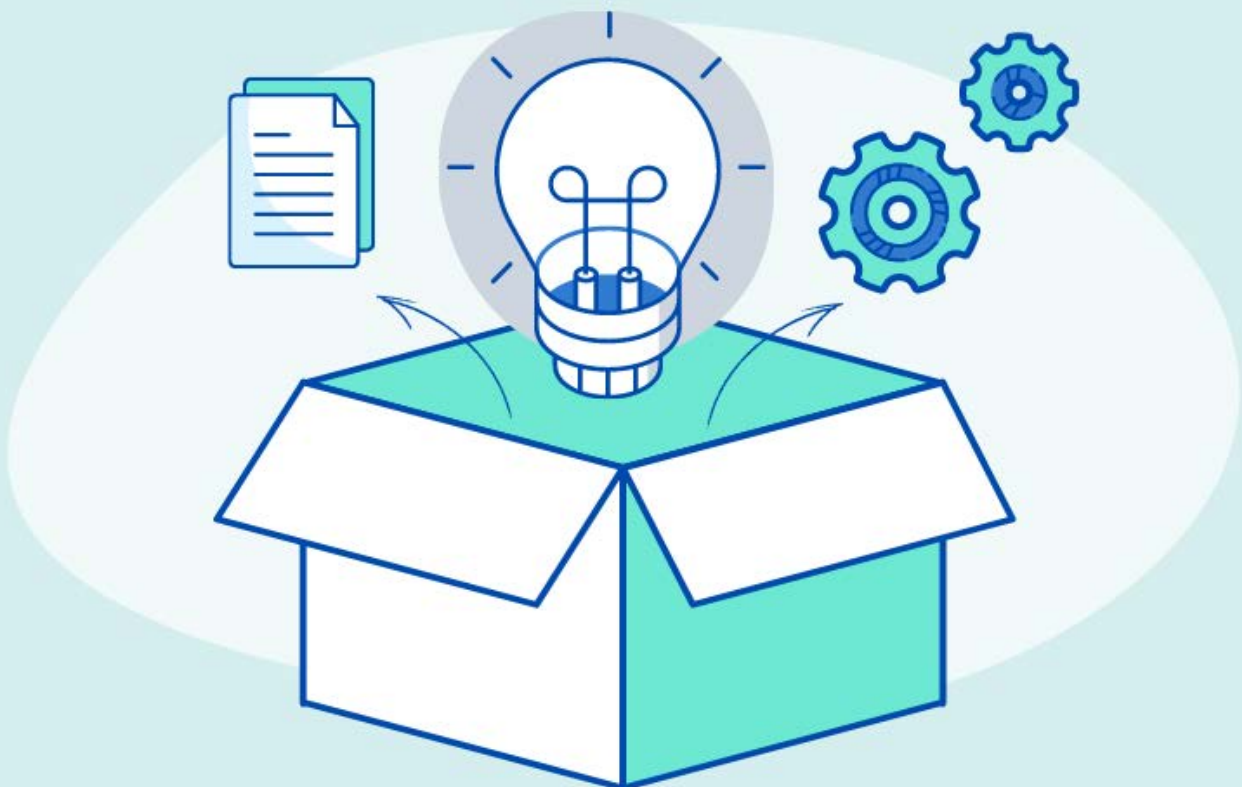
Displays a practical understanding of effective day-to-day behaviours and able to function effectively within fleet team.

Tier 2 - Tactical:

Evidence competency by advising and guiding within fleet team(s). Able to implement the strategic direction.

Tier 3 - Strategic:

Functions at, and defines, strategic level responses across all fleet sectors, and coordinates with related sectors.



PROJECT MANAGEMENT (PM)

About the competency area:

Being able to create plans for managing a range of fleet management and/or integrated organisation projects and programmes, from simple to complex. This includes an ability to identify objectives, tasks, resources, risks and associated mitigation challenges, along with budgets and timelines and project or programme governance.

Learning outcomes:

- Apply project management principles and practices while maintaining high standards of practice, making ethical judgments and decisions in a respectful, and sustaining professional standing through a commitment to life-long learning.
- Demonstrate effective use of written, verbal, and non-verbal communication, use project management terminology, writes a variety of project management documents and plans, and apply processes required to manage the communications of a project (including appropriate and timely management of project information).
- Practice interpersonal skills to manage the human resources of a project including organising, managing and leading the project team, use effective strategies to influence others, manage conflict, and lead teams to successful project completion.
- Apply the project management processes to initiate, plan, execute, monitor and control, and close projects and to coordinate all the elements of the project.
- Manage projects effectively including the management of scope, time, costs, and quality, ensuring satisfying the needs for which the project was undertaken.
- Manage project risk, including identifying, analyzing and responding to risk.
- Analyse and manage stakeholder expectations and engagement to ensure a successful project outcome.

PM01 Stakeholder Engagement

This requires individuals to build an awareness of interactions and linkages across stakeholder groups in order to influence and have an impact on fleet practice throughout the organisation, internally and externally. Fleet management professionals should play a leading role in stakeholder engagement, including collaborative working to build organisation benefit at whatever level they operate. Developing networks inside and outside of the organisation will be a critical part of building and maintaining posi-

PM02 Assessment

This requires individuals to develop an understanding of a situation, issue, problem, etc. by extracting the essential elements and forming them into a cohesive whole, or tracing the implications of a situation in a step-by-step way. It includes efficiently assimilating, organising and interpreting information from a variety of sources and demonstrating sound judgement by being rational, objective and unbiased, and selecting the best solution or course of action, based on a comprehensive and rigorous analysis.

PM03 Planning

This requires fleet management professionals to ensure realistic objectives are set, and that the right deadlines, budgets and resources are put in place for effective delivery. Using planning tools and milestones appropriate for the size and scale of the project will be important.

PM04 Implementation

This requires fleet management professionals to execute the design and delivery of fleet solutions. In addition, establishing the right performance measures to ensure the plan delivers on requirements is a critical success factor to the fleet function and overall organisation.

PM05 Financial management

It is a critical skill for fleet management professionals to manage the financial resources of the fleet function and more widely across the organisation effectively and efficiently, leveraging value while reducing wasteful spending. Being able to undertake relevant financial management reporting, or contributing to such reporting, is essential, while seeking to monitor the financial performance of the function continuously is a must. Being familiar with and practiced in budgetary process, surplus, loss and ROI are critical competencies.



PM06 Managing change

This means being able to scope, plan and communicate the rationale for change and assessing the impact of that change on the fleet management function and across the organisation. Having the ability to find ways to gain cooperation and buy-in to change is central to the successful implementation of any initiative and the way in which the business operates.

PM07 Emergency preparedness

This requires fleet management professionals to develop a plan to deal with major increase in transport demands. Besides the major benefit of providing guidance during an emergency, developing the plan has other advantages. Fleet management professionals may discover unrecognised hazardous conditions that would aggravate an emergency and can work to eliminate them. The planning process may bring to light deficiencies, such as the lack of resources (equipment, trained personnel, supplies), or items that can be corrected before an emergency occurs. Since emergencies will occur, preplanning is necessary. An urgent need for rapid decisions, shortage of time, and lack of resources and trained personnel can lead to chaos during an emergency.

An emergency plan promotes safety and sustainability awareness and shows the organisation's commitment to the safety of people and to environmental sustainability.

PM08 Quality management

Fleet management professionals must establish and deliver an effective quality management process and practice that is deliberately designed to provide consistent results, greater efficiency and effectiveness, with a clear understanding of the inter-related processes needed to deliver organisational and operational excellence.

RISK AND PROTECTION (RP)

About the competency area:

Running a fleet for small and large organisation in aid and development operating contexts, alike poses several risks for the fleet driver, the organisation, and the general public at large.

As organisations use fleets to conduct missions-critical activities on roads, they are always an error away from injury or even deaths of employees, harm to vulnerable persons, asset damage, reputation or productivity loss and inefficient use of donor funds.

Faced by the above risks, organisations must find a way to minimize and even reduce the damages caused by fleet risks. Fleet risk management is now and continues to be a priority for fleet managers.

Learning outcomes:

- Demonstrate knowledge of the range of fleet management risks facing organisations.
- Understand the approach to risk management through risk identification, risk measurement and risk management (or mitigation).
- Understand UN/NGO security coordination mechanisms, monitor security risks and ensure organisational fleet protocols are consistently followed by staff.
- Be able to recognise potential indicators of harm, particularly sexual exploitation, abuse and harassment.
- Know what action to take if there is a safeguarding concern or allegation.
- Generate a comprehensive incident report.
- Support an incident investigation.
- Understand different types of human and organisational error and what impacts this can have on eliminating and reducing future risks.

PR01 Risk management

This requires fleet management professionals to plan and implement measures that will avoid, overcome or compensate for elements of fleet risk. It includes reviews activities to ensure that risk mitigation recommendations from reviews are addressed before, identifying ownership of fleet-related risks to the appropriate stakeholder in the organization and managing assigned risks ensuring that contingency actions are taken by the identified stakeholders

PR02 High risk environments

Fleet management professionals often operate in high-risk environments, which can make it challenging to operate safely and sustainably in a humanitarian response. This requires fleet management professionals to demonstrate an understanding of wider UN/NGO security coordination mechanisms, monitor security risks and ensure organisational fleet protocols are consistently followed by staff.



PR03 Building trust and respect

This is the ability to interact with others in a way that gives them confidence in one's intentions and those of the organization. It includes operating with integrity, disclosing own positions, remaining open to ideas and supporting others.

PR04 Safeguarding

The term "safeguarding" refers to taking all reasonable steps to assess and prevent harm, particularly sexual exploitation, abuse and harassment from occurring; to protect people, especially vulnerable children and adults, from risk and harm; and to respond appropriately when harm does occur. Although we tend to consider safeguarding primarily in the light of how programme staff, partners and contractors interact with our beneficiaries, and in office environments, any work-operated vehicle is also a place of work where people interact. This means there is always the potential for safeguarding incidents to occur and fleet management professionals must be trained, vigilant and aware of how to prevent and report incidents. Safeguarding goes beyond sexual exploitation; safeguarding also is meant to prevent abuse of power.

This is the ability to understand how vulnerable persons can be negatively affected by negligent behaviours in the fleet environment and to adjust the internal fleet controls to ensure that they are kept safe from harm.

PR05 Incident reporting

Following an incident, there is much information that can be collected at the scene to inform post-incident actions and analysis. Information should be collected as soon as possible to ensure it remains valuable and is not lost.

This requires fleet management professionals to collate information and to prepare reports to meet organisational standards on incidents, applying professional standards. They must be able to identify an appropriate categorisation of incidents, reflecting their organisation's risk profile. The purpose of the report is to document as much about the incident as possible, not to determine how or why it happened or where liability lies. Those conclusions are drawn during the investigation phase.

PR06 Incident investigation

Investing time in investigating from incidents is key to learning from past events and avoiding repeated events in the future. Fleet operating organisations must know the reasons behind its incidents and be able to identify gaps in its safety and sustainability management system that may be inadvertently causing incidents or near misses.

This competency entails the ability to recognise the difference between direct and indirect causes of incidents and unsafe conditions. Individuals can identify ineffective and missing information and assess possible improvements to fleet risk control and management systems to reduce the likelihood of the incident recurring.

WORKING WITH OTHERS (PO)

About the competency area:

Fleet management is a support function that exists to enable the mission of the organisation. Fleet management professionals, whether they are working in small or large organisations, need to understand the workings of aid and development organisations and how to develop and use collaborative relationships to facilitate a safe and sustainable fleet service that achieves results for the organisation.

Learning outcomes:

- Take ownership for own personal growth and learning
- Understand, apply and work within legislative requirements, approved standards and organisation policy
- Facilitate reflective thinking
- Understand how coaching can be used to develop your team
- Develop the coaching and mentoring skills that help improve individual performance
- Demonstrate the behaviours and practices of an effective coach and mentor
- Recognise employees' strengths and give them the feedback they need to succeed
- Identify employee problems and ways you can help to correct them
- Understand the routine activities managers perform within a well-designed performance management process
- Identify own cultural assumptions and those of others.
- Identify and acknowledge cultural perspectives and values different from own.

PO01 Motivation

This requires fleet management professionals to take action, proactively doing things and not simply thinking about future actions. This includes keeping a strong work pace over time, completing work objectives in time, feeling ownership for own behaviour and deliverables, showing willingness to develop skills or knowledge required and being committed to continuing professional development.

PO02 Understanding responsibilities

This requires fleet management professionals to understand, apply and work within legislative requirements, approved standards and organisation policy. In so doing they must ensure that they meet moral and social requirements of the safety and sustainability ethos, ensuring every staff member has a right to work in a safe and sustainable environment without risk of injury. Critical to this is the ability to ensure that they are able to balance those ethical, moral, social, sustainable and cost challenges of the role.



PO03 Mentoring

Fleet management professionals must take direct responsibility for ensuring mentoring opportunities are provided to support the learning of younger colleagues. Mentoring is specifically about helping and giving advice to a less experienced colleague. Finding ways of growing the capability and personal strengths of individuals will enhance their value to the organisation. Mentors must model successful behaviours, including a high-performance work ethic and constant self-improvement.

PO04 Training and development

This is the ability to plan and support the development of individuals' skills and abilities so that they can fulfill current or future job/role responsibilities more effectively. It includes working together with individuals to identify their functional learning needs and ambitions, connect them to relevant training courses and programmes and cultivate an environment in which the individual can apply the newly acquired knowledge and skills. In certain organisations, this competency may also include developing and delivering the training course.

PO05 Cultural awareness

This is the ability to respect people with any cultural background and creating and fostering an atmosphere of non-discrimination in society. It includes effectively interacting, working, and developing meaningful relationships with people of various cultural backgrounds. Cultural background can include the beliefs, customs, and behaviours of people from various groups. It goes beyond tolerance, which implies that one is simply willing to overlook differences. Instead, it includes recognising and respecting diversity through our words and actions in all contexts.

PO06 Leading by example

This is the ability to model successful behaviours, which ultimately influences the behavior and attitudes of other people. Leading by example helps other people see what lies ahead and act swiftly to counter any challenges along the way.

PO07 Coaching

This is the ability to provide timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem. It also involves drawing people out, earning their trust and helping them understand how their own frames of reference and beliefs affect how they interact with others. Fleet management professionals must take direct responsibility for ensuring coaching opportunities are provided and actively stretch those individuals' abilities, outside their comfort zone. Finding ways of growing the capability and personal strengths of individuals will enhance their value to the organisation.

PO08 Managing teams

This is the ability to use appropriate methods and interpersonal styles to develop, motivate, and guide a team toward successful outcomes and attainment of business objectives.

PO09 Recognising and rewarding performance

Drivers are responsible for the wellbeing and safety of passengers and other road users. In addition, they are in charge of high-value vehicles, products and equipment. They are the most prominent public 'face' of the organisation, and often must deal with difficult situations, bad roads, hostile environments and unfair demands. At the same time, a driver's driving style, attitude and general behaviour have a great influence on the environmental impact of the vehicle.

This requires fleet management professionals to acknowledge an individual or team's behaviour, performance, effort and accomplishment that help achieve the organisation's fleet safety and sustainability objectives. Recognition encourages employees to repeat good performances.

PO10 Time and energy management

This is the ability to consistently maintain high levels of activity or productivity, sustain long working hours when necessary, operate with vigour, effectiveness, and determination over extended periods of time. It also includes effectively managing one's time and resources to ensure that work is completed efficiently.



CONTINUOUS IMPROVEMENT (DM)

About the competency area:

Fleet management professionals oversee the entire lifecycle of a vehicle: from procurement to operation and finally disposal. In addition, there is a continuous process of monitoring and data capture of each of these phases. The analysis of information outputs for each phase are then used as inputs to planning and adjusting the lifecycle.

This competency area covers the knowledge, skills and behaviours required to set objectives, capture data, analyse it, prepare reports that captivate stakeholders, make evidence-based decisions, use technology when appropriate and benchmark with comparable organisations to continuously improve the safety and sustainability of the fleet.

Learning outcomes:

- Set SMART fleet management objectives
- Design an action plan based on continuous improvement
- Implement continuous improvement
- Design fleet management reports based on one's fleet management objectives
- Understand how data can support continuous improvement
- Monitor, adjust and report performance
- Design effective data visualisations in order to describe fleet management performance
- Communicate effectively with others regarding the objectives
- Select and evaluate opportunities for further improvement

DM01 Objective / KPI setting

This is the ability to provide focused direction by articulating specific, measurable, action-oriented, realistic and time-bound fleet safety and sustainability objectives and linking key performance indicators to measure the achievement of the objectives.

DM02 Analysing results

Analysis turns data into meaningful information. Analysis can provide insights into the current and future state of our environment. Thoroughly understanding data, and the stories it can tell, ensures that the right conclusions can be drawn and the right decisions made.

DM03 Reporting

Reporting is essential for managing fleet performance. Fleet management professionals are responsible for monitoring and managing their fleet performance. Reporting includes capturing the right data in a timely, complete and accurate manner as well as formally presenting the performance of the fleet based on the established KPIs.

DM04 Data visualisation

Data can be a highly technical subject and it can be difficult to draw out information for decision making. Clear and meaningful visualisations help to communicate stories from data and analyses. This is the ability to create graphical representations of the information derived from big data sources (e.g. trends, outliers, patterns).

DM05 Making evidence-based decisions

This is the ability to use data, situational awareness and judgement to select a course of action. It includes considering multiple perspectives, likely outcomes, risks and time pressures. Decision-making is an important aspect of daily fleet management operations. Fleet management professionals need to demonstrate the ability to make decisions on strategic and tactical issues, but as they progress within the organisation those decisions become more complex, risky and prone to higher levels of scrutiny. They will be expected to evidence their decision-making and recommendations, demonstrating that appropriate judgement has been applied and with the best interest of the organisation in mind.

DM06 Benchmarking

This is the ability to compare one's organisational fleet safety and sustainability processes and performance with others to learn how to reduce crashes and environmental footprint, improve underpinning practices or cut compliance costs to achieve the organisational objectives.

DM07 IT tool use

As organisations mature their fleet management practices, they may invest in the adoption of technology to improve data capture, gain real-time insights and support their day-to-day operations to achieve the fleet safety and sustainability objectives of the organisation. This is the ability to use the organisation's fleet tools, software and business applications as required.

SUSTAINABILITY (SS)

About the competency area:

Facing a planetary emergency, we need urgent and determined action from everyone, everywhere. Sustainability means achieving a balance between the environment and the economy. Meeting the needs of the present without compromising the ability of the future generation to meet their needs.

All of us have a moral duty to consider for future generations when designing and implementing our supply chains, and as aid and development workers, we have a great responsibility towards our beneficiaries. It is essential that we do not harm, that we make the best effort not to cause further damage and suffering as a result of our actions.

It is our responsibility as humanitarian workers to identify and reduce the potential negative effects that our activities have on our beneficiaries, as well as on ourselves in the long term.

Learning outcomes:

- Define sustainability and identify major sustainability challenges
- Have an informed conversation about the role of transport in the context of sustainability
- Apply fleet management concepts to address sustainability challenges
- Know how to embed sustainability across the entire vehicle lifecycle, starting with procurement and going right through to disposal
- Identify, act on, and evaluate professional and personal actions with the knowledge and appreciation of interconnections among economic, environmental, and social perspectives
- Know how to navigate the tensions between pursuing sustainability initiatives and optimising business performance



SS01 Holistic thinking

It is the ability to see and understand interconnections and interdependence between actors (stakeholders, relationships, etc.), domains (social, economic, environmental), across time (past, present to future) and scales (local to global) to reframe challenges and opportunities for societal progress.

SS02 Road safety

Road traffic crashes have been a leading cause of death and serious injury to aid and development staff. Crashes on and off the job have far-reaching financial and psychological effects on staff, their co-workers and families.

For many of the organisations, drivers constitute a large part of the workforce. For these drivers, the vehicle resembles the workplace and, as an employer, organisations have to take appropriate steps to ensure the health and safety of their employees and others who may be affected by their activities when at work. This includes the time when they are driving or riding at work, whether this is in an owned, rented or subcontracted vehicle, or in the staff members' own vehicle. Similarly, staff members who use the vehicles as a passenger to perform their duties are at risk. Organisations have the responsibility to ensure that occupational risks leading to death or injuries are reduced to a minimum.

This requires fleet management professionals to embed health and safety across the entire vehicle lifecycle, starting with procurement and going right through to disposal. The work done by a fleet management professional makes a key contribution to the duty of care experienced by staff in their organisation.



SS03 Environmental sustainability

This requires fleet management professionals to manage the fleet in a way that limits its environmental footprint – covering both greenhouse gas emissions and local air pollutants - ensuring that future generations have the natural resources available to live an equal, if not better, way of life as current generations. This may include fuel-efficient driving, reduction of idling, adoption of low emissions vehicles, vehicle pooling and more. Fleet management professionals must be able to influence, support and implement strategies that will limit the fleet environmental impact.

SS04 Health and safety

Road traffic crashes have been a leading cause of death and serious injury to aid and development staff. Crashes on and off the job have far-reaching financial and psychological effects on staff, their co-workers and families.

For many of the organisations, drivers constitute a large part of the workforce. For these drivers, the vehicle resembles the workplace and, as an employer, organisations have to take appropriate steps to ensure the health and safety of their employees and others who may be affected by their activities when at work. This includes the time when they are driving or riding at work, whether this is in an owned, rented or subcontracted vehicle, or in the staff members' own vehicle. Similarly, staff members who use the vehicles as a passenger to perform their duties are at risk. Organisations have the responsibility to ensure that occupational risks leading to death or injuries are reduced to a minimum.

This requires fleet management professionals to embed health and safety across the entire vehicle lifecycle, starting with procurement and going right through to disposal. The work done by a fleet management professional makes a key contribution to the duty of care experienced by staff in their organisation.

SS05 Sustainability literacy

This is the knowledge of how sustainability impacts the organisation and how the organisation impacts sustainability. It involves an awareness of how to improve the organisation's sustainability performance and how the organisation can be adapted to generate positive benefits.

SS06 Social innovation

This is the ability to generate and enable business model, organisation and system level innovation to advance organisation and social value. It shifts the collective focus from reactive problem-solving to co-creating the future with stakeholders. How organisations react to the sustainability mega-forces will affect their ability to succeed and thrive in the future. Skills in innovation generation and implementation are needed to realize organisational and large-scale change.

COMPLIANCE (TP)

About the competency area:

Aid and development organisations operate across many countries, cultures and operating environments. When donors provide funding to organisations, they expect that organisations can comply with the national laws and regulations as well as any regulations set by the donor to ensure professional delivery of aid and development activities.

This competency area is focused on the role of fleet management professionals to set appropriate policies and procedures, to follow the wider organisational rules and to evidence that they are adopting strong fleet safety and sustainability practices.

Learning outcomes:

- Understand how fleet management is related to individual responsibility, corporate social responsibility (CSR), leadership responsibility (corporate governance), environmental responsibility, and cultural responsibility (diversity)
- Know how to develop fleet management policies and procedures and monitoring mechanisms

TP01 Policy and procedure setting

This requires fleet management professionals to develop fleet management policy and procedures that are consistent with the organisational strategy, drivers and culture and that supports programme delivery and success. The policy and procedures must describe the intent of the organisation and its approach to fleet safety and sustainability.

The organisation's fleet safety and sustainability policy needs to be written to influence all of its activities to improve fleet safety and sustainability, including organisational design, selection of staff and contractors, vehicles and equipment, and the way that driving work is carried out and managed to provide continuing high safety and sustainability performance.

TP02 Audit

An audit is an independent and objective assurance activity guided by a philosophy of adding value to improve the operations of organisation. It's important to establish and maintain a system of planned and systematic audits of the organisation's fleet safety and sustainability management system to check that the policy, organisation and activities are effective.

This competency requires fleet management professionals to demonstrate they are managing the fleet assets and drivers in a safe and sustainable manner, that is compliant with local regulations, global fleet policy and procedures as well as donor requirements.

TP03 Compliance

This requires fleet management stakeholders to uphold the organisational code of conduct and work collaboratively with stakeholders to plan activities, assign responsibilities, implement safe and sustainable fleet working practices as per the organisational policy and procedures. Regular checks to test how well fleet safety and sustainability rules and standards are being implemented and adhered to by staff is valuable in understanding the level of compliance. These checks can also act as a helpful tool to reinforce rules, policies and standards amongst staff.



FLEET MANAGEMENT (FM)

About the competency area:

Vehicle fleet management is the proactive management of an organisation's vehicle assets, which may include light vehicles, heavy vehicles, specialist vehicles and motorcycles. Fleet management covers a range of functions, including vehicle procurement and financing, vehicle maintenance, vehicles telematics (tracking and diagnostics), driver and personnel management, speed management, fuel management and disposal

This competency areas describes the technical competencies required to manage the fleet safely and sustainably.

Learning outcomes:

- Understand the concepts of Fleet Management as a discipline and related applicable scientific principles
- Know the fleet life cycle and how intertwined and interdependent the life cycle stages are on one another
- Determine the right number and types of vehicles for your operation
- Implement strategies to reduce fleet costs
- Understand the root causes of your crashes
- Introduce and monitor KPIs that are related to your organisation's priorities
- Calculate your vehicle emissions and reduce environmental impact

FM01 Optimising the fleet

This requires fleet management professionals to maximise the utilisation of the fleet. To do so, fleet managers need to be able to assess the transport needs of the organisation, to estimate the right number and types of vehicles and identify the right sourcing options to acquire the vehicles. In addition, once the transport is ready to be used, fleet management professionals implement measure, monitor and improve the fleet availability and utilisation of the vehicles.

FM02 Journey planning

This is the ability to implement a planned and systematic approach for undertaking road transport journey in compliance with health and safety requirements, with the goal of doing zero harm.

The higher the risk of a road crash or security incident is, the longer it takes for drivers and vehicles to travel on the road, especially in hazardous or more dangerous environments. Therefore, reducing this exposure is an important aspect in improving road safety performance. It is therefore important that the journeys are planned to ensure, safe working hours are maintained and that drivers are rested to avoid tiredness and fatigue. For every journey one should ask if the journey is actually necessary; the safest journey is the one not taken.

FM03 Maintenance and repair

This is the ability to coordinate the maintenance of vehicles according to manufacturer standards and repair crash damages professionally. Preventive maintenance increases safety and resale value and reduces emissions, costs and breakdowns. Fleet management professionals adopt a planned approach to vehicle maintenance, including daily and weekly vehicle checks, as well as a preventative maintenance programme with clear standards and minimum periods between services

FM04 Fuel management

This is the ability to monitor and manage fuel consumption for savings and emission reduction opportunities and close the door to misuse.

FM05 Driver management

This is the ability to recruit, empower, develop and manage the performance of drivers who operate the vehicles of your organisation. Drivers play an essential role in the delivery of organisation's activities and form the backbone of the organisation.

FM06 Waste management

Waste management is an integral part of organisation's environmental responsibility. Organisations are responsible for the waste its fleet – be that owned or rented – generates. In addition to the emissions of the fleet, maintenance and repair of the fleet in workshops generates a wide range of pollutants.

Vehicle waste includes the used or spent materials that are generated during the maintenance and repair of vehicles. This can be 'hard waste' such as metal, plastic and glass components or spare parts, and 'soft waste' which may include lubricants, fluids and gases.

This is the ability to monitor, reduce and properly manage the waste generated in workshops.



EXTERNAL COLLABORATION (EC)

About the competency area:

Organisations are increasingly leveraging internal resources by contracting for a diverse range of fleet services, including rental of vehicles, temporary drivers, fleet technology, maintenance and repair and more. In doing so, an organisation can achieve goals such as (1) accessing specialised expertise that is not continuously or routinely required, (2) supplementing limited resources during periods of unusual demand, and (3) providing staffing increases without the overhead costs of drivers.

However, using contractors - whom by nature of the relationship, organisations have less influence over – can present serious safety and sustainability risks to the organisation. Only by working together can organisations and contractors provide a safe workplace that protects the workforce, the community, and the environment, as well as the welfare and interests of the organisation.

Learning outcomes:

- Understand the role of a fleet manager in the procurement process
- Describe the risks and opportunities in procurement and identify the controls that are appropriate to manage the process
- Manage the performance of the provider and demonstrate appropriate behaviours in a range of performance management situations
- Know how to set KPIs to manage providers so that contract outcomes are consistent with expectations
- Know how to facilitate 2-way communication and develop professional relationships with the providers

EC01 Selecting and contracting

This requires fleet management professional to understand and apply the essentials of contract / procurement management, in the areas of fleet procurement planning, sourcing strategies, solicitation and evaluation methods and contracting for services. Particularly, this competency includes. As socially responsible organisations, fleet management professionals must have the ability to translate the fleet safety and sustainability priorities of the organisation into the selection and contracting practices.

EC02 Managing and evaluating performance

This requires fleet management professionals to be knowledgeable about the tenets of effective contractor management, including authorisation and management procedures and ensuring the competence of contractors to carry out the work safely and sustainably.

They must be able to build open and honest relationships with contractors, ensuring that quality information is exchanged, and joint decision-making is encouraged wherever appropriate. Contracts need to be fair from a fleet safety and sustainability perspective and responsibilities and liabilities very clearly stated. Management systems must ensure the consideration of supplier safety and sustainability and their provision of safe and sustainable service.

Annex 1: Competency Framework

Annexed to this document.

Annex 2: Sample Job Descriptions

Under development