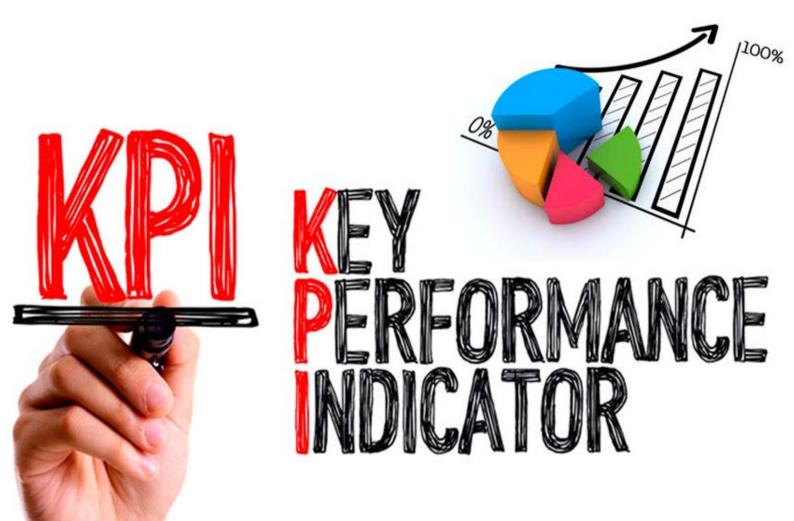


Innovative Strategies for the Road Ahead

LEADING & LAGGING FLEET MANAGEMENT PERFORMANCE INDICATORS





Leading and lagging indicators are two types of measurements used when assessing performance in a business or organisation. A leading indicator is a predictive measurement, for example; the percentage of people wearing safety belts in a vehicle is a leading safety indicator. A lagging indicator is an output measurement, for example; the number of road traffic crashes is a lagging safety indicator.

The difference between the two is a leading indicator can influence change and a lagging indicator can only record what has happened. In this document examples are provided for the priority areas in fleet management: cost efficiency, effectiveness, safety and environmental impact.

Some indicators are cross-cutting; meaning that they influence more than one priority area. This list is not exhaustive but serves to give inspiration about leading and lagging indicators.

Priority area	Leading	Lagging
Cost-efficiency	Average age per vehicle	Total Cost of Ownership
	Liters of fuel per 100 kms	Total fleet cost as % of the programme cost
	Unscheduled repair costs per vehicle	
\$	Number of eco-driving training hours	
	Maintenance done according to training schedule	
	Utilisation rate per vehicle	
Effectiveness	Vehicle availability	Number of trips made as % of number of trips requested
(A)	Maintenance done according to training schedule	Number of trip requests per year
	Utilisation rate per vehicle	Average procurement time per vehicle
Safety	% of managers with adequate fleet safety training	Crashes per 100.000 kilometers driven
	% of staff with adequate fleet safety training	Programme delivery days lost through sickness absence (% of total work days lost by sickness absence; this can also be specified further, e.g. for short- term sickness and long-term sickness absence)



Priority area	Leading	Lagging
Safety	% of management meetings in wherein fleet safety is addressed	Number of crashes resulting in in in injuries per kilometre driven
	% of management-staff meetings wherein fleet safety is addressed	Number of crashes resulting in fatalities per kilometre driven
	% of business partners (contractors, suppliers, etc.) evaluated and selected on the basis of their safety performance	Number of speeding events per kilometre driven
	Number of near-miss reports	
	Number of fleet safety assessments	Harsh driving events per kilometre driven
	Safety climate (measured through staff survey	
	Liters of fuel per 100 kilometers	CO2 emissions per kilometre
Environmental impact	Average sustainable fleet training hours per staff member	Kilometres driven per vehicle type
	% of drivers who received eco-driving training	Kilometres driven per euro emission standard
0	% of vehicles fitted with vehicle tracking systems	Kilometres driven through vehicle sharing with other agencies
	% of operating offices with fleet emission reduction targets	Passenger kilometres per liter of fuel
	% of ICE vehicles as a total of vehicles	CO2 emissions from idling as a percentage of total emissions
	% of vehicles beyond disposal policy	% fleet waste disposed in a sustai- nable way
	% of vehicles included in carpool	
	% of small, lightweight vehicles as a total of vehicles	
	% of country offices participating in vehicle sharing initiatives as a total of country offices	