

PVMM

Plant and Vehicle Management Manual



4th Edition

Plant and Vehicle Management Manual

Institute of Public Works Engineering Australasia Limited



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Important Note to Readers

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FOREWORD



In the 1990's, as a civil engineer and Director in public works who was responsible for the management and operation of the fleet, it struck me how little training and education was available to effectively manage the fleet.

My first thoughts were to bring together some colleagues from other organisations with the view to hiring a fleet consultant on a shared basis. The challenge was to convince them of what they didn't know and that it was costing them plenty. I ended up going it alone and engaging a consultant.

Ten years later the idea of developing a guide to fleet management was borne and after twelve months of voluntary work with fleet consultant Grant Andrews and input from a variety of other sources the first edition of the IPWEA *Plant and Vehicle Management Manual* was published in 2004.

Workshops were held around Australia to introduce the new IPWEA *Plant and Vehicle Management Manual* and to train fleet practitioners and others involved with fleet, in best practice management principles. IPWEA professional development workshops continue to be delivered around Australia today with the aim of keeping up best practice fleet management.

In 2009 the IPWEA Fleet Management Certificate was launched to a record attendance at the workshop series that year. The course was developed from the Manual and comprised 5 units (expanded to 6 in the 2013 update) representing the key steps involved in procuring and managing a plant, vehicle, equipment fleet. The course continues today and has attracted enrolments from a broad range of people involved in the management, maintenance, procurement and end use of plant, vehicles and equipment.

IPWEA will continue to develop new education resources, tools and practice notes to assist fleet practitioners to better manage the fleet and these will be largely driven by this Fourth Edition of the *Plant and Vehicle Management Manual*.

While the challenge of convincing senior management of the importance of good plant and vehicle fleet management still exists, the good news is IPWEA has developed a comprehensive best practice Manual which has been in use for 16 years and undergone 4 revisions.

The IPWEA *Plant and Vehicle Management Manual* is now the primary reference for fleet professionals with far more than a general guide to plant & vehicle management – it provides vital information to assist in establishing an efficient and cost-effective fleet management program.

Ross Moody

IPWEA Executive Officer and Director IPWEA Fleet (2004 – 2019)

BE(Civil) Grad Dip (Business)

Emeritus IPWEA Member and IPWEA National President 2001-02

FROM THE INSTITUTE



The IPWEA is pleased to deliver this 4th Edition of the *Plant and Vehicle Management Manual* (PVMM).

In initiating the IPWEA Fleet program in 2003, it was the aim of the Institute to raise the profile of plant and vehicle management as an essential part of business in public works. The PVMM has provided the cornerstone of the fleet program from which training, workshops and numerous other educational products and services have been developed.

While the management principles have remained constant, there have been changes in many other areas of plant and vehicle management over the years and this fourth edition has involved a significant rewrite in recognition of the change.

Thanks, must particularly go to the main author and editor, Robert Wilson, Manager IPWEA Fleet for his efforts in compiling this fourth edition of the Manual, to the IPWEA Fleet Council members for their input and peer review and to those individuals and organisations who have contributed in some way.

The Institute views the Manual as a live document that will continue to develop over time and suggestions for improvement are welcome at any time.

Any comment or contributions should be e-mailed to admin@ipwea.org

I congratulate and thank all those who have contributed to this significant project.

Mat Greskie
President
Institute of Public Works Engineering Australasia

ABOUT THIS MANUAL

Introduction

The *Plant and Vehicle Management Manual* (PVMM) is an essential “how to” guide for the management of diverse fleets comprising heavy plant, passenger cars, light commercial vehicles, heavy vehicles and minor plant.

An organisation’s fleet is not only significant in terms of its operating cost (often the second highest after human resources) and capital investment, but also because of its role in contributing to organisational objectives. An organisation’s fleet is at the front line of service delivery, whether that be the collection of refuse in a local government context, first response in emergency services or transport of freight in the logistics industry.

The role of the fleet practitioner is complex comprising, technical, financial, administrative, project management and human relations skills. In addition, fleet management often occurs within the context of tightening budgets, increasing compliance and evolving technology. The fleet practitioner must be concerned with asset custodianship, providing a return on capital investment and ensuring organisational policies relating to fiscal responsibility, service delivery and socially and environmental responsibility are met.

Given the importance and complex nature of fleet management, the IPWEA has sought to raise the profile of fleet management as an essential business discipline. To do this IPWEA provide best practice resources, fleet management training and networking opportunities.

This fourth edition of the PVMM recognises the maturing of asset management as a discipline and references ISO 55000 for Asset Management and the IPWEA International Infrastructure Management Manual. Further, the asset management maturity model is applied within the Manual with the inclusion of a Fleet Management Maturity Guide at the end of each chapter (where applicable).

The PVMM is structured to provide a logical presentation of fleet management guidance material and information. The Manual starts with strategic and operational planning before

addressing lifecycle management matters such as procurement, maintenance, information management and replacement. The manual then moves to provide guidance on operational management and compliance. This fourth edition updates important knowledge and guidance provided in earlier editions and provides additional content relating to planning, staff development, performance management and key management skills.

This Manual underpins the IPWEA FLEET program which incorporates:

- This Manual
- The Fleet Management Certificate
- The IPWEA Australasian Fleet Conference
- Online Fleet Management Training
- Specialised training
- Professional development workshops
- Newsletters
- Online Tools and Resources

Manual Design

The Manual starts off with a Quick Guide and the important Key Performance Indicators for effective plant and vehicle management. The Manual is then divided into chapters, encompassing all the significant aspects of plant and vehicle management. Many of the Chapters include a flow chart or step-by-step guide approach for quick reference. Numerous case studies are provided, detailing real examples provided by plant and vehicle fleet practitioners. A broad range of example documents and templates are provided as appendices to the manual.

ACKNOWLEDGEMENTS



Main Author (for new 4th Edition content) and Managing Editor Robert Wilson ADipEng, MBA, GAICD, Cert IV TAA, Manager IPWEA FLEET.

This Manual has been developed by the Institute of Public Works Engineering Australia (IPWEA).

IPWEA appreciate the provision of documentation and information used in the compilation of the 4th Edition *Plant and Vehicle Management Manual*. Fundamental in preparing this document was to bring together the collective knowledge and experience of those involved in the daily practice of the subject material. Contributors, sources and references are disclosed throughout the document and summarised in the reference section at the end of the manual. While all efforts have been made to reference sources used in the Manual, anyone believing that further referencing is required should contact IPWEA.

Organisations and individuals providing content used in the Manual

IPWEA wish to acknowledge the contributions made by organisations and individuals in the preparation of this Manual:

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Members of the IPWEA FLEET Council

We also acknowledge those who have willingly given their time to provide content, review and provide comment as this Manual was being developed. Peer review is critical to ensure that the document is practical in its application and reflects best practice. The primary reference group for this Manual is the IPWEA Fleet Council:

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Ross Moody, IPWEA Executive Officer and Director Fleet as author and editor.

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