



2012 Fleet Management Compensation Survey

Over 240 Fleet professionals from 45 states and Canada participated in this survey effort. 60% of participants are Fleet Managers, 29% are Fleet Directors and 11% are Fleet Supervisors/Team Leaders/Superintendents/Coordinators/Specialists.

The objective of this survey is to measure the median salary for a Fleet Professional, Manager and Director in 2012 and analyze the driving factors that contribute to earning a specific annual salary. This report highlights these factors and compares changes in salary over a three-year period between 2012 and 2010.

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The Utilimarc Fleet Analytics Platform provides the following modules:

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- Industry Benchmarking
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Executive Summary

The survey sought to measure the median salary for fleet professionals, managers and directors in 2012, and analyze the driving forces that determine salaries. For the first time, compensation information for fleet professionals--a category that includes fleet supervisors, team leaders, superintendents, coordinators and specialists--was included in the survey.

The largest proportion of fleet managers earned between \$90,000 and \$100,000 in 2012, while the greatest proportion of fleet director salaries fell into the \$100,000 to \$110,000 range.

Median annual salaries continued their upward trend. The median annual salary for fleet managers has climbed from \$84,360 in 2010 to \$88,740 in 2011, and to a new high of \$91,000 in 2012. For fleet directors, the media annual salary has trended upward from \$103,000 in 2010 to \$105,000 in 2011, and now \$109,000 in 2012.

The 2012 survey gathered information on the median annual salary for fleet professionals for the first time in 2012 and found the median annual salary to be at \$81,500. Results of the latest survey also suggest that income levels, at least for the highest-paid positions, edged further upward in 2012, with 65% of fleet directors and 32% of fleet managers indicating they were receiving annual salaries in excess of \$100,000.

Compensation based incentives

More Fleet Managers and Fleet Directors received performance based compensation incentives in addition to their annual salary in 2012 than they did in 2011 and 2010. 47% of Fleet Managers and Directors received performance based compensation incentives in addition to their annual salary. This percent is up from 34% in 2011 and 2010.

However, less than half of fleet manager and fleet professionals received performance based compensation incentives in addition to their annual salaries in 2012, compared to 51% of fleet directors who did.

Even though there were fewer fleet managers and directors who received incentive based compensation of up to 10% of their annual salary in 2012 than in previous years, more respondents received incentive based compensation between 10% to 15% and over 26% of their annual salary in 2012 than in previous years.

Education and Certification

The largest proportion, 35%, of fleet managers, directors and professionals responding have earned a bachelor's degree as their highest level of education reached, while about 13% have completed a master's degree program. Only 22% of respondents have obtained a fleet certification such as APWA and CAFM.

While fleet certification did not appear to play a noticeable role in overall median salaries, education played a role, particularly for fleet managers and fleet directors. Fleet directors with a Master's degree earned the highest median income of \$121,000 among fleet directors with other types of qualifications, and fleet managers with a Doctorate degree earned the highest median income of \$106,000 among fleet managers with other types of qualifications.

Roles and Responsibilities

The largest proportion of those surveyed, 29%, managed fleets of 500 or fewer vehicles, while an equal proportion, 22%, were responsible for fleets of either 501-1,000, or 1,001-2,500. The survey showed those supervising larger fleets tended to have higher median salaries.

Half of fleet managers, directors and professionals surveyed indicated they are responsible for managing bargaining unit employees. About one-third have added responsibilities in organizations and departments other than fleet, though these added duties had little bearing on median annual salaries.

58% of respondents have less than 26 employees reporting to them. Of those respondents, Fleet Professionals earned a median salary of \$74,000, Fleet Managers earned a median salary of \$87,500, and Fleet Directors earned a median salary of \$92,750. The survey showed those who have more employees reporting to them tended to have higher median salaries.

Significant Gender Gap

The gender gap was very evident when observing median annual salaries, with male fleet directors making over 30% more than their female counterparts. Male fleet directors had a median salary of \$109,000 and the median salary for women holding the same position was only \$75,250. Fleet management continues to be a very male-dominated field, particularly in upper-level management, with survey results showing a mere 7% of fleet managers, directors and professionals are women.

Comparison and Breakdown of Income

Also in this report are income breakdown and comparison according to the following categories:

- Changes in Annual Salary from 2010 to 2012
- Changes in performance based incentives from 2010 to 2012
- Gender
- Age
- Region
- Industry
- Years of experience
- Education
- Fleet size
- Operation locations
- Direct and indirect reports

2012 Annual Salary

Overall, annual salaries in 2012 ranged from \$40,000 for Fleet Managers and \$50,000 for Fleet Directors to more than \$150,000. The largest proportion of Fleet Managers earned an income between \$90,001 and \$100,000. The largest proportion of Fleet Directors, at 19%, earned an income between \$100,001 and \$110,000.



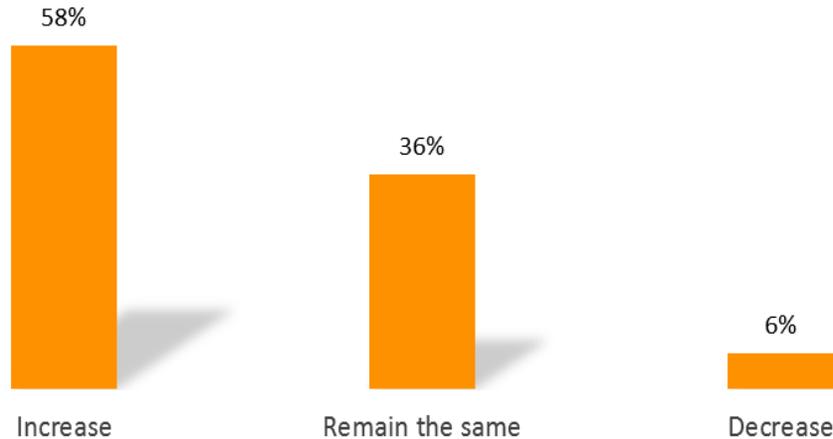
The number of Fleet Managers and Fleet Directors who earned annual salaries of more than \$100,000 have increased since 2010.

32% of Fleet Managers earned an income of more than \$100,000 in 2012, which is up from 27% in 2011 and 22% in 2010. 63% of Fleet Directors earned an income of more than \$100,000 in 2012, which is up from 55% in 2011 and 56% in 2010¹.

¹ Income has not been adjusted for inflation between the years of 2010 and 2012.

2012 Annual Salary: Comparing 2012 to 2011

58% of Fleet Managers, Directors and Professionals² annual salaries increased from 2011 to 2012, whereas 36% of annual salaries remained the same from 2011 to 2012.



Of those who reported an increase in their annual salaries from 2011 to 2012, 93% of them had a pay raise of 1 – 10% and 5% of them had a pay raise of 11 – 20%. The remaining 2% of respondents who reported an increase in their annual salaries from 2011 to 2012 had a pay raise of either 21 – 30% or 41 – 50%.

Median Annual Salaries over a 3-Year Period³

	2012	2011	2010
Fleet Professional	\$81,500	N/A	N/A
Fleet Manager	\$91,000	\$88,740	\$84,360
Fleet Director	\$109,000	\$105,000	\$103,000

² 11% of the respondents classify themselves as “others,” which comprise of Fleet superintendents, supervisors, team leaders, specialists and coordinators. For the convenience of this report, they are classified as “Professionals.”

³ About 200 respondents participated in the 2010 survey and a little over 300 respondents participated in the 2011 survey.

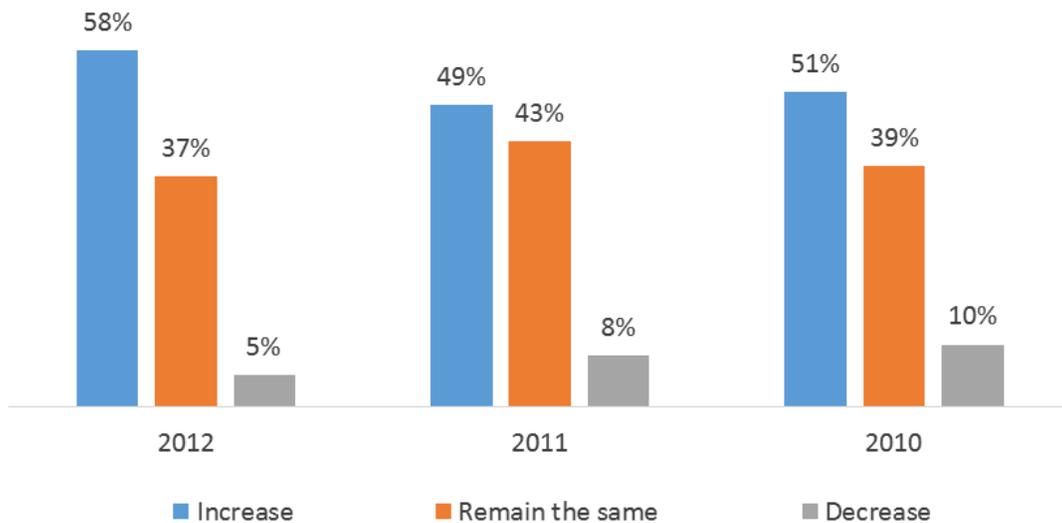
2012 Annual Salary: Changes in Salary over a 3-Year Period

58% of Fleet Managers and Directors indicated an increase in their annual salaries from 2011 to 2012.

The number of respondents who saw an increase in their annual salaries in 2012 from the previous year is up by 9% compared to those who saw an increase in their annual salaries in 2011, and up by 7% compared to those who saw an increase in their annual salaries in 2010.

2012 has the lowest percent of Fleet Managers and Fleet Directors who had a decrease in their annual salary. 2011 had the highest percent of Fleet Managers and Directors who reported no change in their annual salaries⁴.

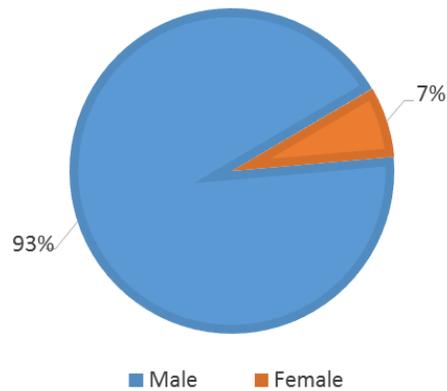
Changes in Salary Between 2010 to 2012



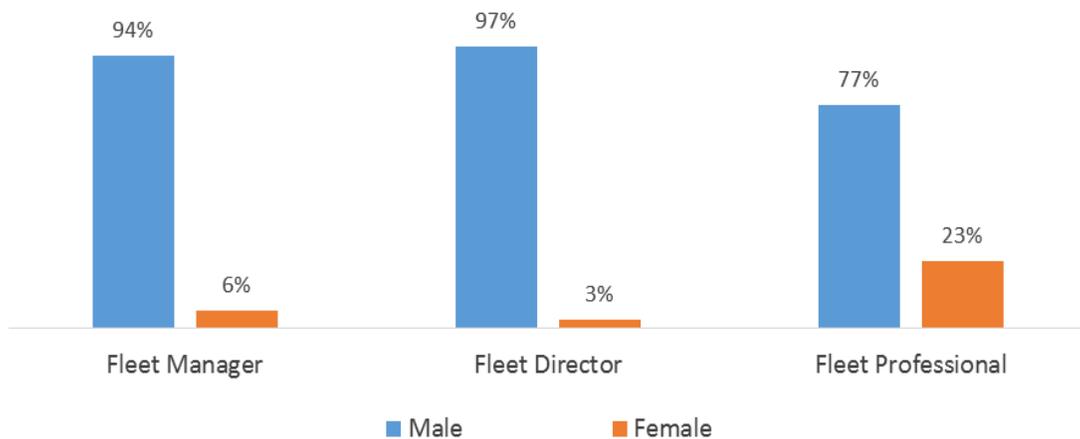
⁴ For results that include a 3-year comparison from 2010 to 2012, only data from Fleet Managers and Fleet Directors are included because the 2010 survey does not have data from fleet professionals.

Demographics: Gender

7% of Fleet Managers, Directors and Professionals were Female and 93% were Male. At 3%, job positions at the Fleet Director level had the lowest representation of women. The highest representation of Females were in job positions such as fleet superintendents, supervisors, team leaders, specialists and coordinators.



Gender According to Fleet Position

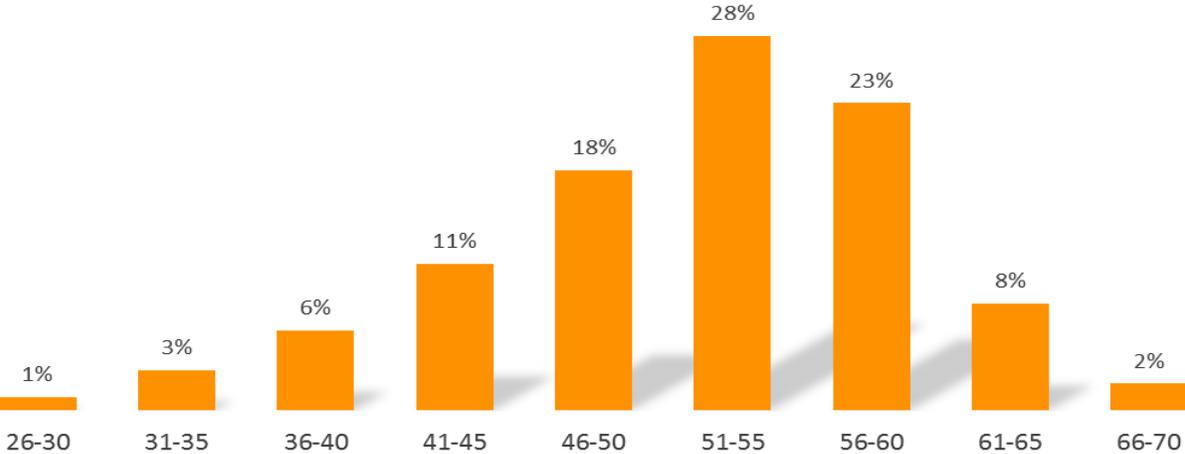


Median Annual Salaries: By Gender

	Fleet Professional	Fleet Manager	Fleet Director
Male	\$86,400	\$91,000	\$109,000
Female	\$77,000	\$70,000	\$75,250

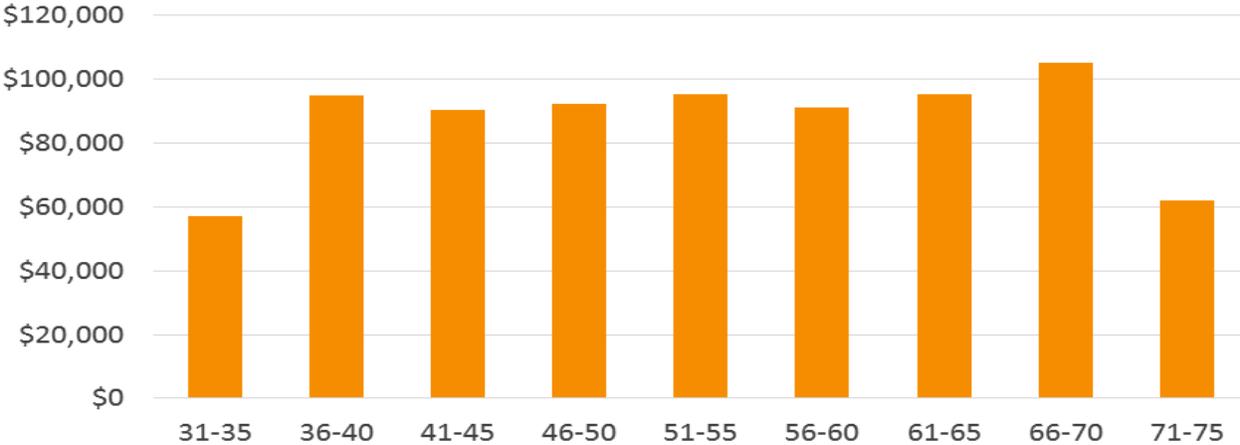
Demographics: Age

The largest proportion of Fleet Managers, Directors and Professionals are between the ages of 51 and 55 years. They reported a median annual income of \$95,000. Nearly 70% of respondents are between ages of 46 and 60 years.



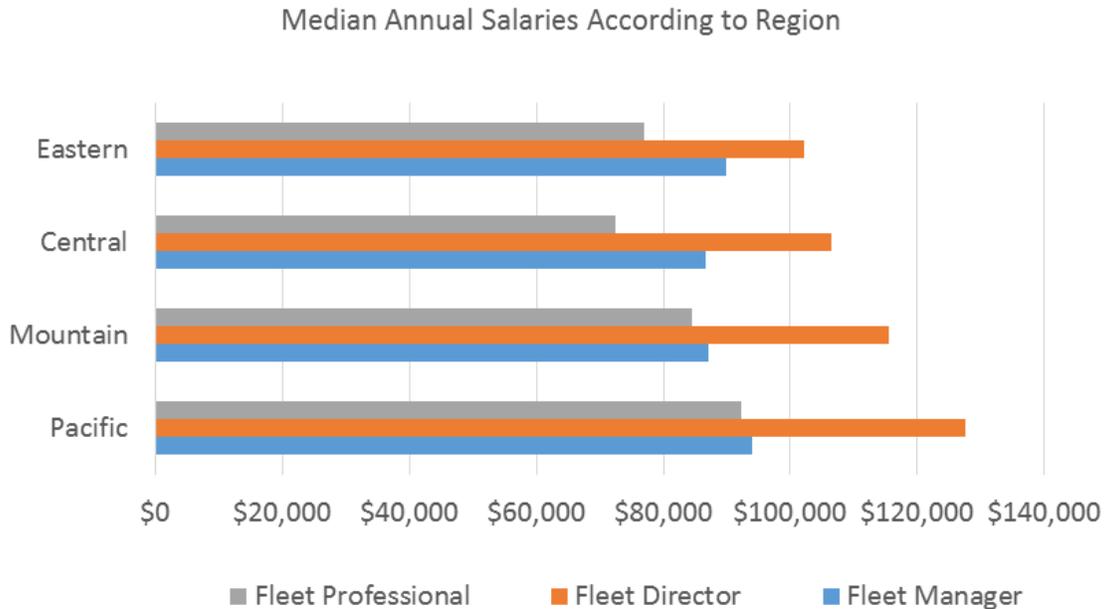
Fleet Managers, Directors and Professionals between the ages of 66 and 70 earn the highest annual median salary of \$105,000. The distribution of median salaries is fairly similar across ages 36 to 65, with respondents between those ages earning between \$90,000 to \$95,500.

Annual Median Salaries According to Age



Demographics: Region

Fleet Managers, Directors and Professionals on the West Coast are earning the highest salaries compared to other regions in the U.S.



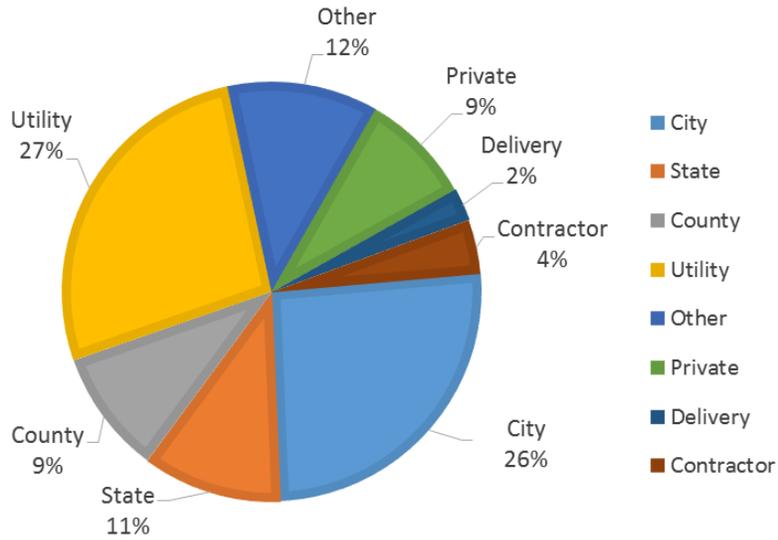
Median Annual Salaries: By Region⁵

	Fleet Professional	Fleet Manager	Fleet Director
Eastern Region	\$77,000	\$90,000	\$102,096
Central Region	\$72,500	\$86,769	\$106,500
Mountain Region	\$84,500	\$87,079	\$115,500
Pacific Region	\$92,311	\$94,000	\$127,500

⁵ Each state was categorized into a region based on the four major time zones: Pacific, Mountain, Central and Eastern.

Industry

26% of respondents are city fleet professionals, while utility fleet professionals account for 27% of respondents.

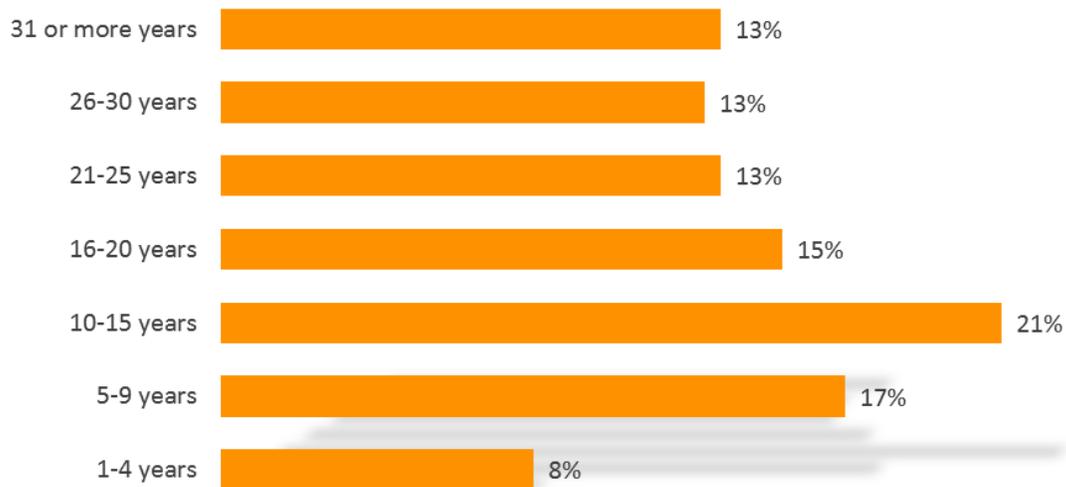


Median Annual Salaries: By Industry

	Utility	City	County	State
Fleet Professional	\$93,656	\$73,000	\$81,700	\$64,000
Fleet Manager	\$102,491	\$88,269	\$81,000	\$70,219
Fleet Director	\$120,000	\$111,503	\$115,096	\$86,000

Years of Experience

26% of Fleet Managers, Directors and Professionals have more than 25 years of fleet management experience. About 25% have less than 10 years of experience.



Fleet Directors who have more than 30 years of experience have the highest median annual salary at \$130,000. Similarly, Fleet professionals who have more than 30 years of experiences have the highest median annual salary at \$102,000.

Median Annual Salaries According to Years of Experience



Median Annual Salaries: By Years of Fleet Management Experience

	Fleet Professional	Fleet Manager	Fleet Director
1 – 4 Years	\$57,000	\$108,000	\$112,000
5 – 9 Years	\$87,656	\$89,000	\$109,000
10 – 15 Years	\$81,700	\$91,200	\$93,500
16 – 20 Years	\$74,000	\$85,000	\$90,000
21 – 25 Years	\$73,000	\$90,000	\$112,252
26 – 30 Years	N/A	\$92,000	\$118,000
31 or more	\$102,000	\$102,500	\$130,000

Certification

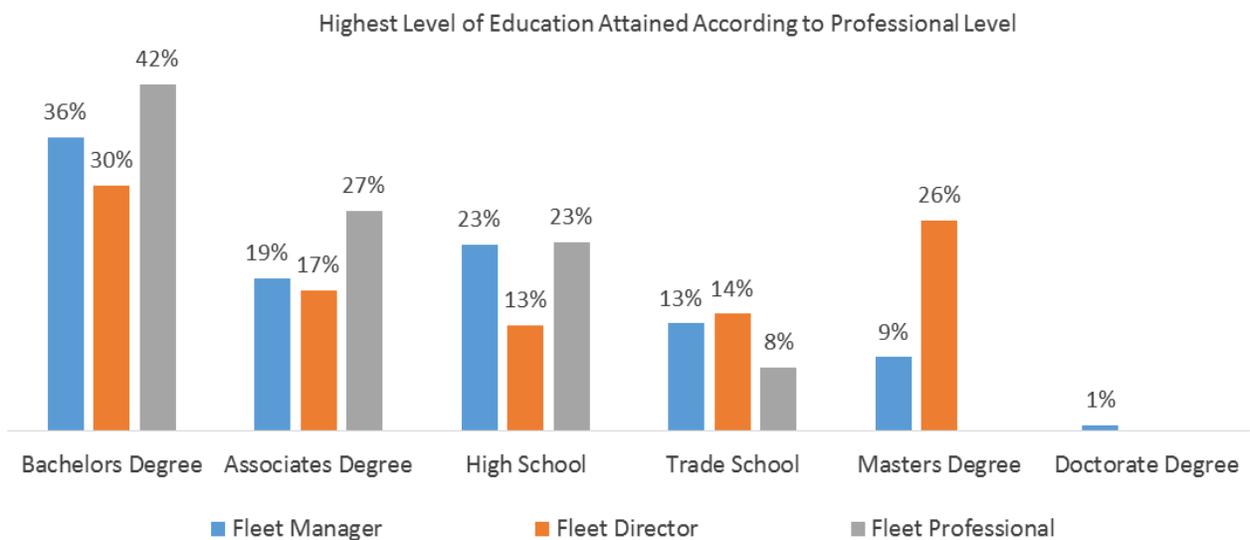
22% of Fleet Managers, Directors and Professionals have obtained a fleet certification (such as APWA and CAFM) whereas 78% of them have *not* obtained a fleet certification. Fleet certification had little to no impact on annual median salary.

Education

The largest proportion of Fleet Managers, Directors and Professionals have completed a Bachelor's Degree as their highest level of education attained. About 13% of them have completed a Master's Degree as their highest level of education attained.

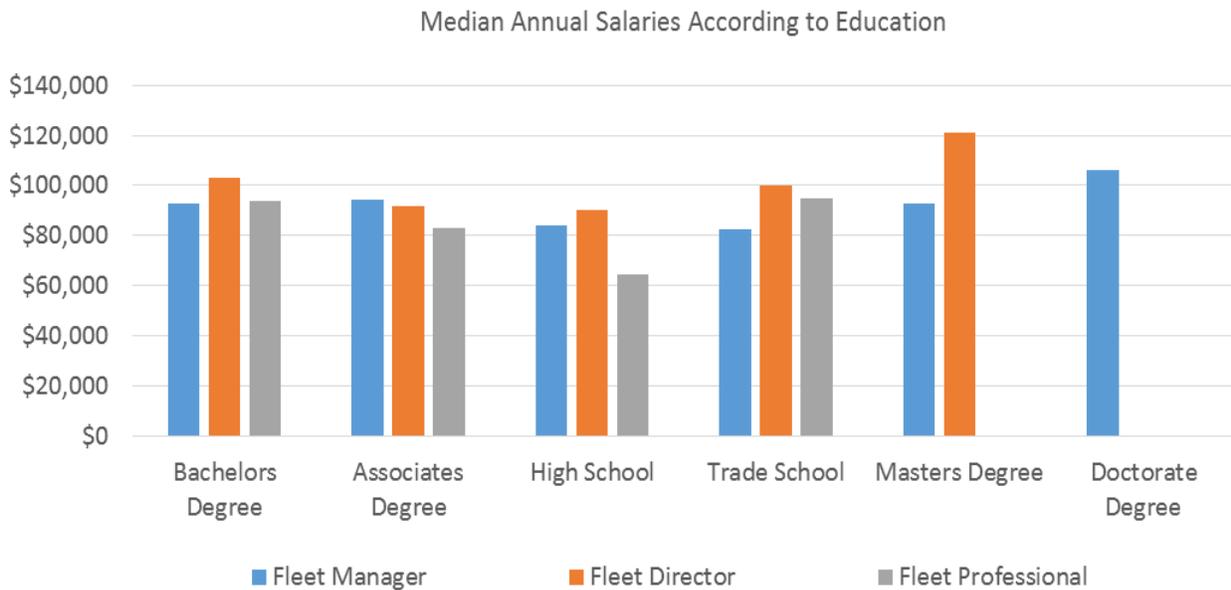


42% of Fleet Professionals and 36% of Fleet Managers have completed a Bachelor's Degree as their highest level of education attained. 26% of Fleet Directors have completed a Master's Degree as their highest level of education attained.



Education: Comparing Across Professional Levels

Education played a role in overall median salaries, in particular for Fleet Directors and Fleet Managers. Fleet Directors with a Master's degree earn the highest median income of \$121,000 among Fleet Directors with other types of qualifications. Fleet Managers with a Doctorate degree earn the highest median income of \$106,000 among Fleet Managers with other types of qualifications.



Median Annual Salaries: By Highest Level of Education Attained

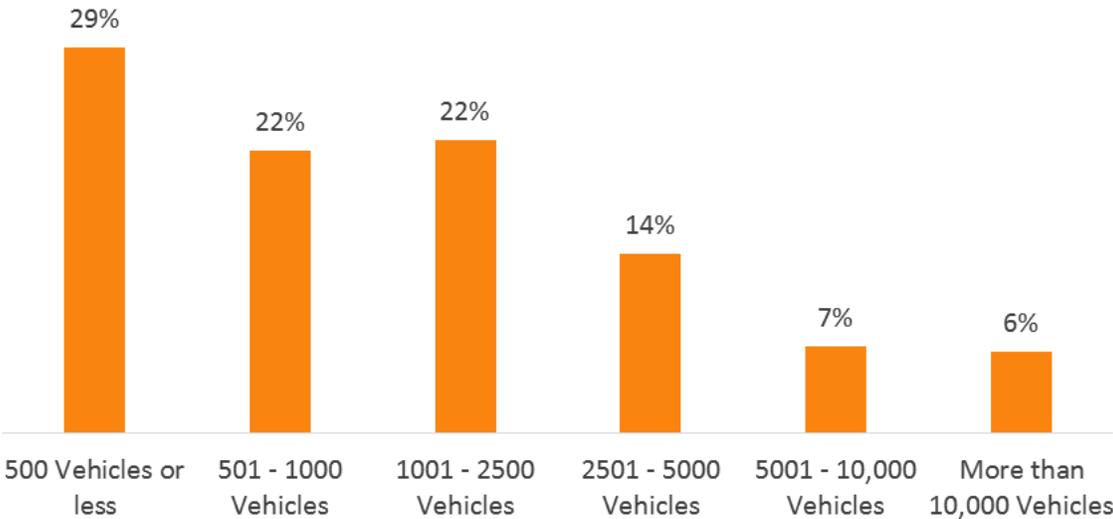
	High School Degree	Associate's Degree	Bachelor's Degree	Master's Degree
Fleet Professional	\$64,500	\$83,000	\$93,656	N/A
Fleet Manager	\$84,100	\$94,500	\$93,000	\$93,000
Fleet Director	\$90,000	\$92,000	\$103,000	\$121,000

Management Responsibilities

- Half of Fleet Managers, Directors and Professionals manage bargaining unit employees.
- 32% of Fleet Managers, Directors and Professionals are responsible for organizations and departments other than fleet. Having added responsibilities other than fleet has little to no impact on median annual salaries.

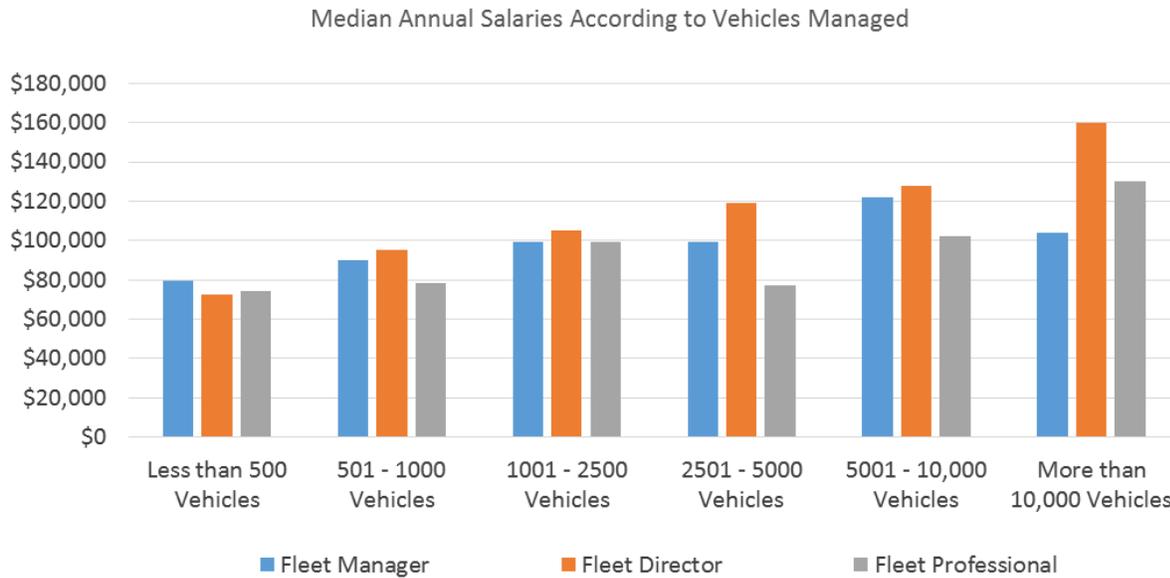
Fleet Size

The largest proportion majority of Fleet Managers, Directors and Professionals manage a fleet of 500 vehicles or less. 22% of all Fleet Managers, Directors and Professionals manage a fleet of 501 - 1000 and 1001 - 2500 vehicles.



Median salaries of Fleet Managers, Directors and Professionals generally increase with the number of vehicles managed.

Fleet Managers, Directors and Professionals who manage between 501 and 1000 vehicles earn a median salary of \$90,000, \$95,000 and \$78,000 respectively. Of Fleet Managers, Directors and Professionals who manage a fleet size of between 5001 and 10,000 vehicles, they earn a median salary of \$122,000, \$128,000 and \$102,000 respectively.



Median Annual Salaries: By Number of Vehicles Managed

No. of Vehicles	Fleet Professional	Fleet Manager	Fleet Director
Less than 500	\$74,000	\$79,250	\$72,500
501 - 1,000	\$78,156	\$90,000	\$95,192
1,001 - 2,500	\$99,000	\$99,000	\$105,000
2,501 - 5,000	\$77,000	\$99,500	\$119,000
5,001 - 10,000	\$102,000	\$112,000	\$128,000
More than 10,000	\$130,000	\$103,740	\$160,000

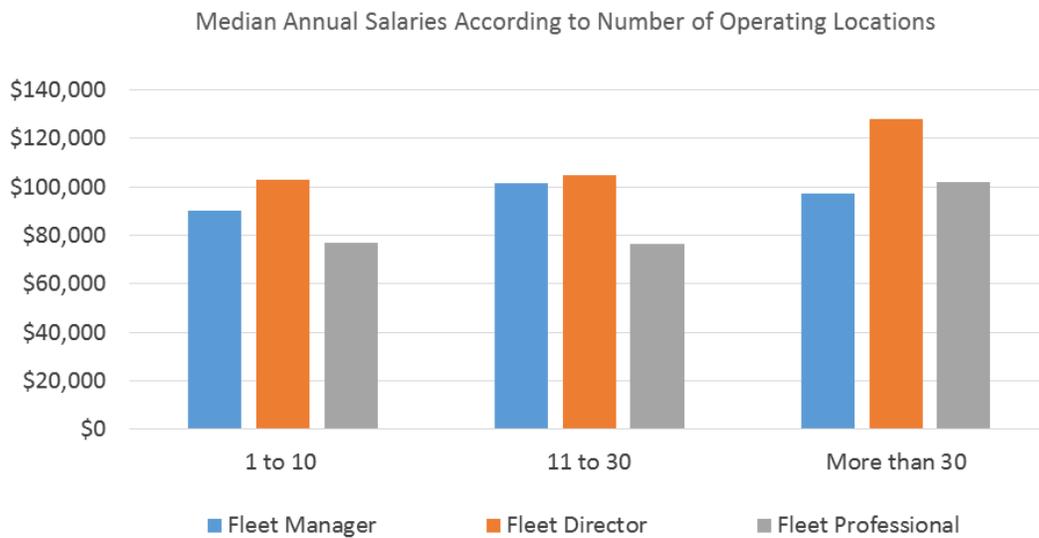
Management Responsibilities (Continued)

Number of States Fleet Operates In

- 63% of fleets operate in 1 state
- 16% of fleets operate in 2-5 states
- 21% of fleets operate in more than 5 states

Operating Locations

- 66% of fleets have 1 to 10 operating locations
- 17% of fleets have 11-30 operation locations
- 17% of fleets have more than 30 operating locations

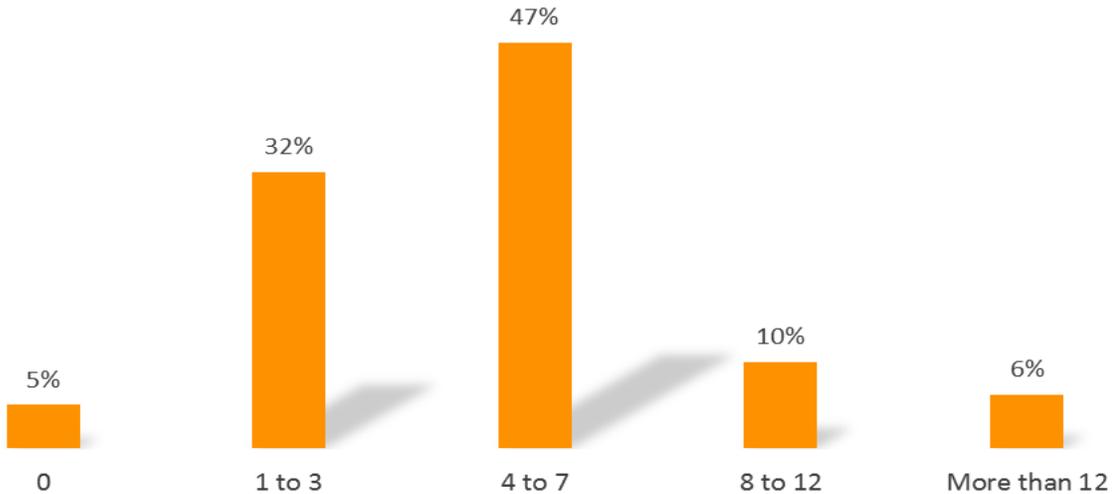


Median Annual Salaries: By Number of Operating Locations

	1 to 10	11 to 30	31 or more
Fleet Professional	\$77,000	\$76,500	\$102,000
Fleet Manager	\$90,000	\$101,500	\$97,050
Fleet Director	\$103,000	\$105,000	\$128,000

Direct Report

47% of Fleet Managers, Directors and Professionals have 4 to 7 employees who report to them directly. 32% have 1 to 3 direct reports.



Median Annual Salaries: By Number of Direct Reports

	Fleet Professional	Fleet Manager	Fleet Director
1 to 3	\$73,500	\$75,117	\$87,500
4 to 7	\$89,000	\$93,703	\$112,500
8 to 12	\$77,000	\$116,764	\$110,000
13 to 20	N/A	\$103,000	\$200,000

Total Number of Reports in Organization

Median salaries of Fleet Managers, Directors and Professionals are generally reflective of the total number of people within their organization that report to them.

58% of respondents have less than 26 employees reporting to them. Of those respondents, Fleet Professionals earn a median salary of \$74,000, Fleet Managers earn a median salary of \$87,500, and Fleet Directors earn a median salary of \$92,750.

Fleet Managers and Directors who have more than 100 employees reporting to them earn median salaries of \$117,500 and \$138,500 respectively.



Median Annual Salaries: By Number of Indirect and Direct Reports in Organization⁶

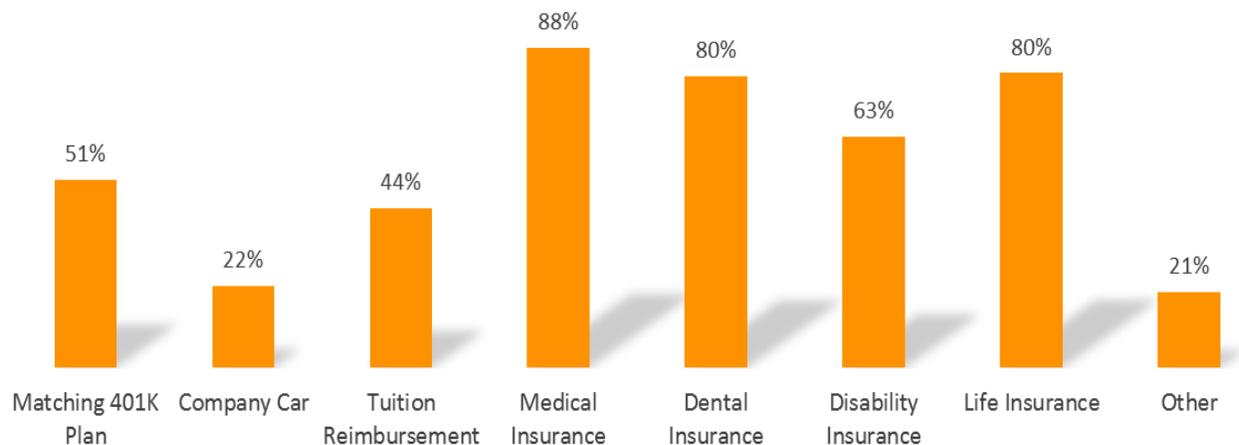
	Fleet Professional	Fleet Manager	Fleet Director
0 - 25	\$74,000	\$87,500	\$92,750
26 - 50	\$77,000	\$93,000	\$103,000
51 - 75	\$103,000	\$105,000	\$105,000
76 - 100	\$102,000	\$111,000	\$127,000
More than 100	N/A	\$117,500	\$138,500

Compensation: Benefits⁷ & Incentives

Over 80% of Fleet Managers, Directors and Professionals receive Medical, Life and Dental Insurance. 63% of them receive disability insurance and 51% receive matching 401K plan.

21% of Fleet Managers, Directors and Professionals reported that they receive compensation/benefits in addition to their annual salary in the forms of:

Retirement health care savings plans, portable pension plans, eye care/vision insurance, health care spending account, paid vacation and sick leave, car allowance, retirement plans, profit sharing, bonuses, discounted shares, deferred compensation, defined benefit pension, matching 457B, and stock allocation/awards, fitness subsidy and paid gym membership.



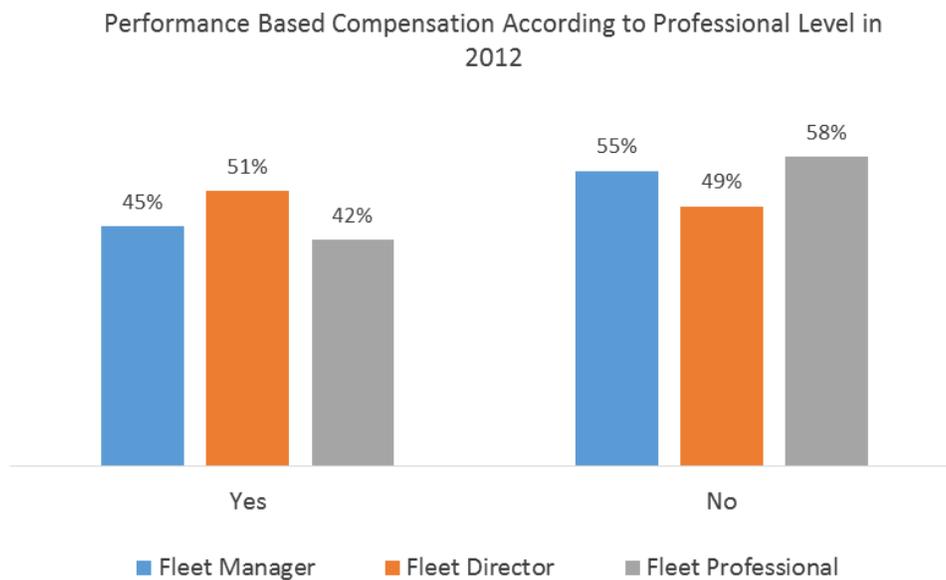
⁶ Number of people in organization for which the Fleet Manager, Director or Professional is responsible or manages.

⁷ Benefits received in addition to an annual salary

Incentives⁸

More Fleet Managers and Fleet Directors received performance based compensation incentives in addition to their annual salary in 2012 than they did in 2011 and 2010. 47% of Fleet Managers and Directors do receive performance based compensation incentives in addition to their annual salary. This is up from 34% in 2011 and 2010.

In 2012, more than half of the Fleet Manager and Fleet Professionals did *not* receive performance based compensation incentives in addition to their annual salaries, compared to 51% of Fleet Directors who received performance based compensation incentives.

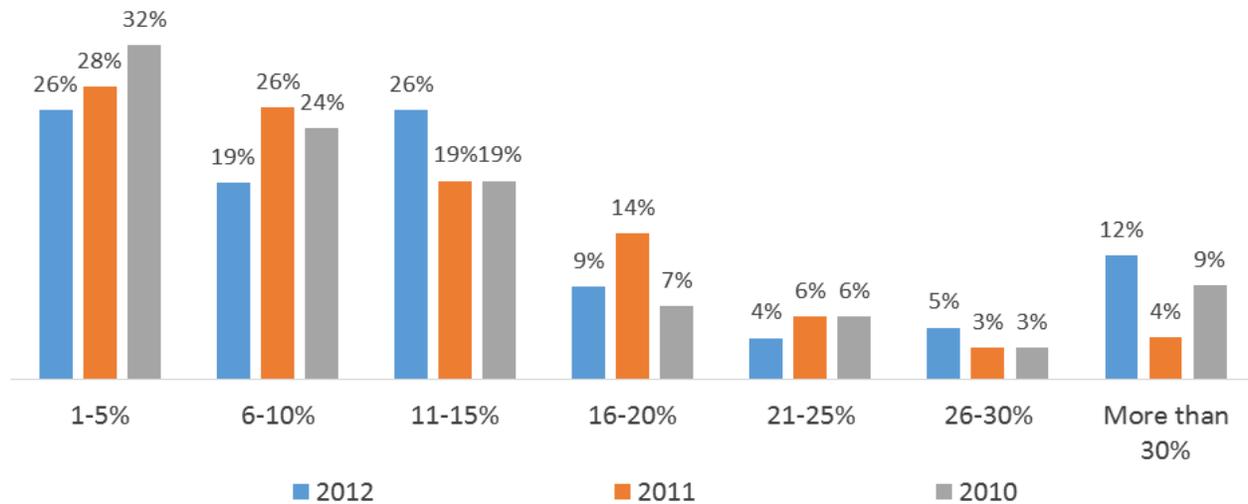


⁸ Incentives received in addition to an annual salary

Incentives: Changes over a 3-Year Period

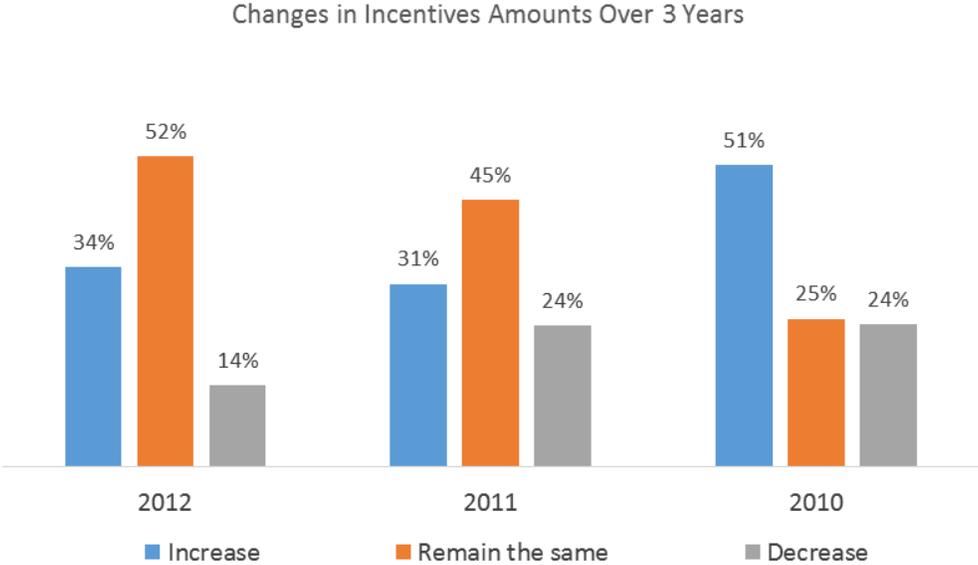
Of the Fleet Managers and Fleet Directors who do receive performance based compensation incentives, the percent of annual salary that their incentives amount to has been decreasing since 2010. 70% of them have incentive based compensation amounting up to 15% of their annual salary. This percent is down from 73% in 2011 and down from 75% in 2010.

Changes in Incentives Percent over 3 Years: Fleet Managers & Directors



Compensation: Benefits & Incentives (Continued)

Similar to the 2012 average salary, which increased for 58% of Fleet Managers and Fleet Directors, it was reported that 34% of them saw their incentive based compensation amounts increased from 2011 to 2012. Over half of them saw no change in their incentive based compensation amounts.

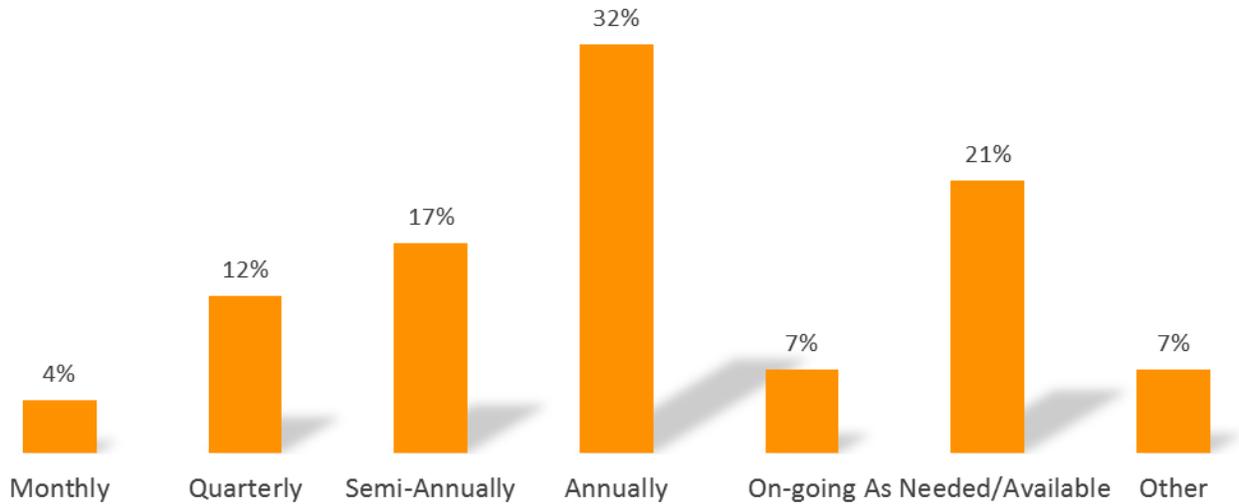


Leadership, Development and Training Programs

- About half of Fleet Managers, Directors and Professionals work for organizations that provide leadership, development or training courses/programs to their fleet employees.
- Of the Fleet Managers, Directors and Professionals who work for organizations that invest in leadership, development and training courses/programs for their fleet employees, 95% of them have either attended or plan to attend such programs provided by their employer.

Frequency

Of the organizations that provide leadership, development and training programs or courses to their fleet employees, 32% of these organizations provide such programs annually. 21% of these organizations provide such programs when it is needed, as requested or available.



Types of Courses or Programs

The following list shows the programs and courses that are provided by organizations to their fleet employees:

- MBA, Leadership, negotiation skills
- Basic leadership, effective presentation and CAFM program
- Keldar Leadership Training
- Labor relations, interpersonal skills, developing people
- Management series, leadership development program, Masters certification, ASE Training
- Conflict leadership development
- Leadership development, Fleet knowledge development and Safety development
- Leader specific training, employee Relations, interviewing skills
- Leadership/Coaching Training
- Leadership team building and technical skilling
- Municipal leadership Dale Carnegie training
- GFX Conference

APWA, City Supervisor, County Training, LCW
University, NAFA
In-house leadership development
Leading from the Middle Finance Academy Service Leadership
Fleet fundamentals
MAP program
Supervision training, Management training, Fleet training
Diversity training, Leadership and people training, Safety training, Strategic management
Organization leadership
Principles and qualities of genuine leadership.
Sexual harassment, Diversity, Dealing with difficult staff
Human assets optimization, Project management, Time management, Change management
Project management, Strategic management
Leadership Academy - Quarterly project management, Contracts training
MS Access - Level 4 Procurement crystal reports
Employee engagement
MN public works leadership training at Hamline university
Management training leadership development
Effective leadership program, Human performance management, Utility vehicle technical training
Conflict resolution, Effective communications
Coaching and mentoring skills for managers, Interviewing techniques for managers
Managing performance
Leadership fundamental leadership essential
Safe start, leadership development
Quality training
Management classes, leadership training, handling bargaining unit personnel
Coaching lean management
Management seminars for leadership and organization
Coaching for effectiveness
Managing employees, Contract management conflict
Leadership classes, time management classes, change management, computer software classes.
Point Park University leadership and communications series, Caterpillar safety leadership
Through Point Park University, six week course on leadership
Financial acumen, Supervisor development program, Emerging leaders program
Management training, Organizational management, Public speaking, Leadership development
Executive leadership fleet management, PennDOT leadership for manager
Communicating skills and strategy
University management programs, Several corporate internal courses
Leadership institute management development seminars, Employee development seminars
Company awareness, employee development, writing courses, multigenerational training
Current corporate level training in leadership styles, communication, team building
NAFA courses, Vendor courses
Tech training

Mercedes-Benz USA Fleet Webinars
Call to action internal program
Management skills, Seven habits, Accounting for non-accountants, Crucial confrontations
Internal courses from a few hours to a full two weeks
NAFA I&E Leadership for police organizations
Leadership for police organizations
Basic supervision, Management, Interviewing skills training
Gonzaga University - Emerging leadership program WEI, Business acumen for emerging leaders
supervisor progressive discipline, performance reviews, EEO,
Essentials of leadership leading change making high quality decisions
Supervisory professional development, disciplinary actions, time management, project management,
effective communication
Management development workshops
Attendance at Government Fleet Expo, Attendance at Green Fleet Expo, Attendance at NAFA I&E
Situational leadership I & II by Ken Blanchard Company
FMI leadership, Kelly Walker, APWA, CFPF,
How to inspire and motivate employees, Treating people with respect, How to influence others and more
leadership and training programs
Group leadership
IPSI (ILLINOIS PUBLIC SERVICE INSTITUTE)
General leadership, training and development courses are available monthly. Fleet specific training is not
provided by my organization, but access to training is at my discretion.
NAFA, APWA
Monthly NAFA meetings, Yearly NAFA I&E, Yearly Ford Auto show
Public speaking, Fleet management
Leadership track program, general leadership 4 hour programs
Dealing with problem employees, Business writing
NAFA I&E
John Maxwell Leadership series
Lean training, Leaders of the future courses (internal), Mentoring programs.
From basic coaching to peer analysis leadership style programs.
Leading people -Internal Training GenView, Training BHYOU - Internal training program
Labor relations, Business leadership, Crucial conversations, Interviewing skills, Change management
Developing leadership and Supervisory skills
PSDM, Coaching, Leadership Institute, Quantitative
Work place violence prevention, Managing diversity safety culture