Utilimarc

Key Performance Indicator Survey

April, 2013

Table of Contents

Overview 4

Key Performance Indicators 4

Distribution 5

Availability 6

Frequency of Reporting 6

Audience 6

Required 7

Fleet Performance Evaluation 7

Business Decisions 8

Budget Compliance 9

Frequency of Reporting 9

Audience 9

Required 10

Fleet Performance Evaluation 10

Business Decisions 11

Cost Per Customer 12

Frequency of Reporting 12

Audience 12

Required 13

Fleet Performance Evaluation 13

Business Decisions 14

Fuel Consumption 15

Frequency of Reporting 15

Audience 15

Required 16

Fleet Performance Evaluation 16

Business Decisions 17

Mechanic Time 18

Frequency of Reporting 18

Audience 18

Required 19

Fleet Performance Evaluation 19
Business Decisions 20
Operating Cost 21
Frequency of Reporting 21
Audience 21
Required 22
Fleet Performance Evaluation 22
Business Decisions 23
PM Metrics 24
Frequency of Reporting 24
Audience 24
Required 25
Fleet Performance Evaluation 25
Business Decisions 26
Safety 27
Frequency of Reporting 27
Audience 27
Required 28
Fleet Performance Evaluation 28
Business Decisions 29
Total Cost Per Mile 30
Frequency of Reporting 30
Audience 30
Required 31
Fleet Performance Evaluation 31
Business Decisions 32
Total Cost Per Unit 33
Frequency of Reporting 33
Audience 33
Required 34
Fleet Performance Evaluation 34
Business Decisions 35

Utilization 36
Frequency of Reporting 36
Audience 36
Required 37
Fleet Performance Evaluation 37
Business Decisions 38
Work Order Metrics 39
Frequency of Reporting 39
Audience 39
Required 40
Fleet Performance Evaluation 40
Business Decisions 41

Overview

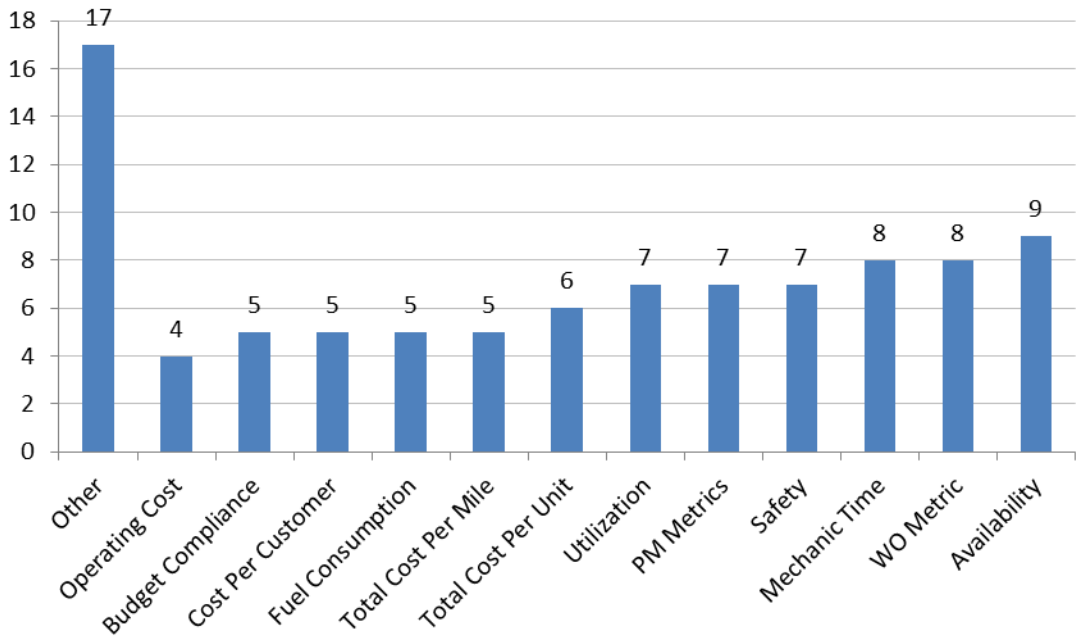
The following report presents the results of a survey of more than 100 utility companies across North America. Those who responded are listed below. Thank you for participating.

- Ameren
- Arizona Public Service
- Avista
- Central Hudson Gas & Electric
- Consumers Energy
- ComEd
- DTE Energy
- Duke Energy
- Entergy
- Hawaii Electric Light Company
- Hydro One
- Kansas City Power & Light
- Knoxville Utilities Board
- LGE-KU
- Madison Gas and Electric
- NB Power
- Nashville Electric Service
- Northwestern Energy
- NV Energy
- Iberdrola
- Oklahoma Gas & Electric
- Pacific Gas and Electric
- Portland General Electric
- Pennsylvania Power and Light
- Southern California Edison

For more information, contact Utilimarc.

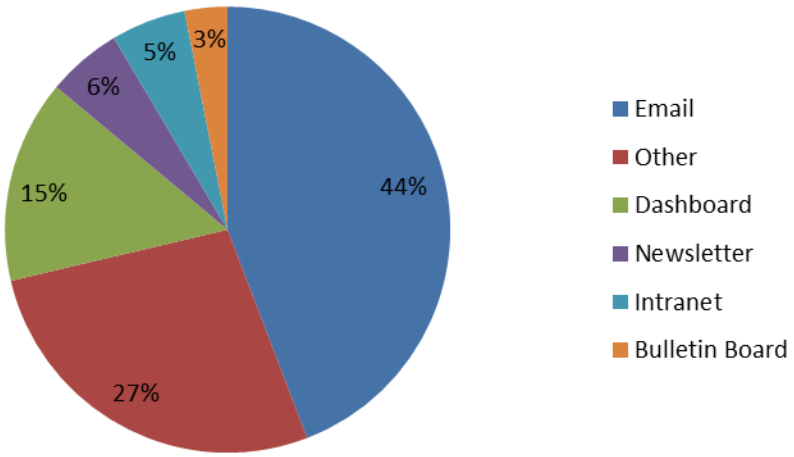
Key Performance Indicators

The graph below shows the number of utility companies that are reporting various types of Key Performance Indicators (KPIs). For example, 7 respondents use utilization metrics as a KPI.



Distribution

The graph below shows how utility companies communicate their KPI to interested parties. The most common distribution method was Email, at 44%.



Other methods of distribution include:

- Monthly Performance Review with Management
- Business Performance Review Meeting
- Internal Discussion
- Internal to Fleet
- Conference Call
- Weekly Call
- Scorecard
- Staff Meetings
- Meetings
- Fleet Share Drive
- Reports
- Briefing and Reports
- Monthly Copies sent to Department Heads

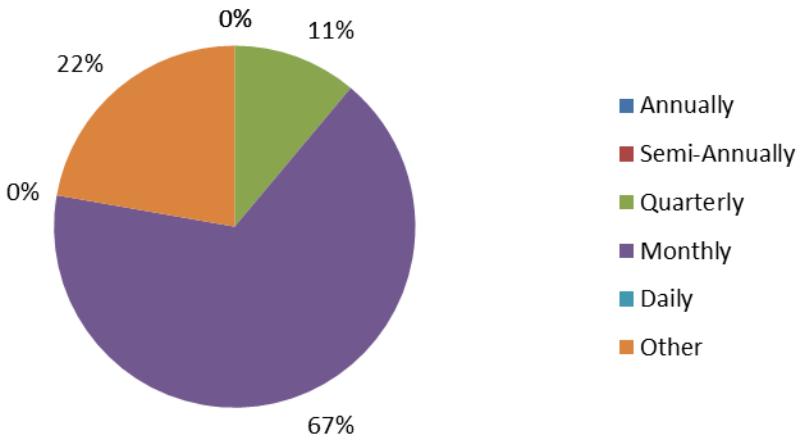
In the following pages, each type of KPI is examined separately.

Availability

Examples of availability metrics include: Vehicle Downtime, Mean Time between Repair, Ratio of Time in Shop to Time in Service, Total Hours Available, etc…

Frequency of Reporting

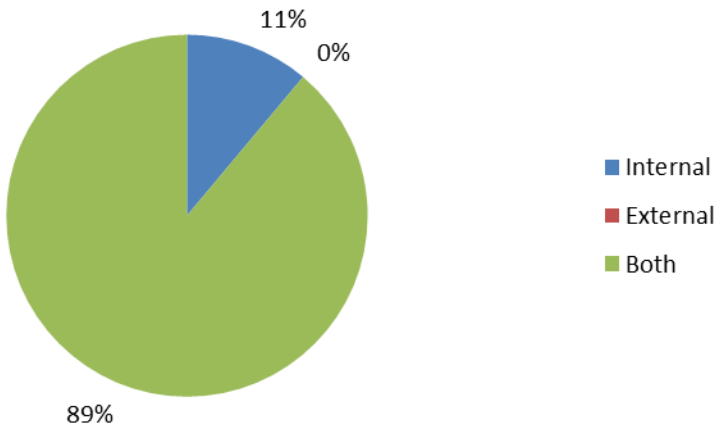
How often this KPI is reported and reviewed? 67% of utility companies who report on this metric do so monthly.



Other: Weekly, Bi-Monthly

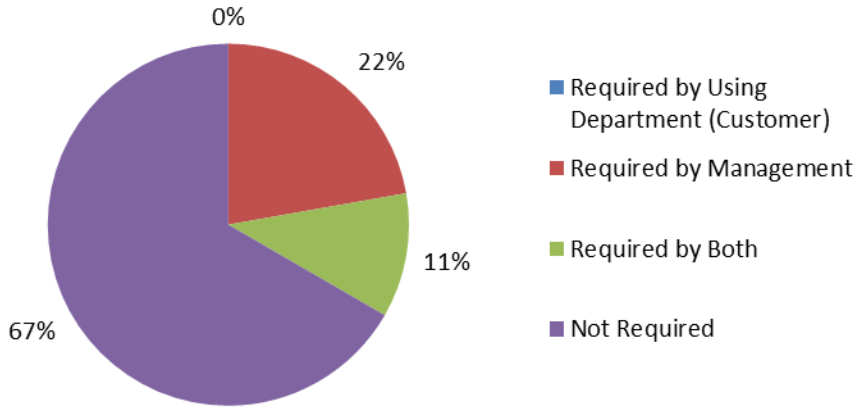
Audience

Is this KPI used internal to fleet or external to corporate? 89% of utilities who report on this metric do so for both internal and external use.



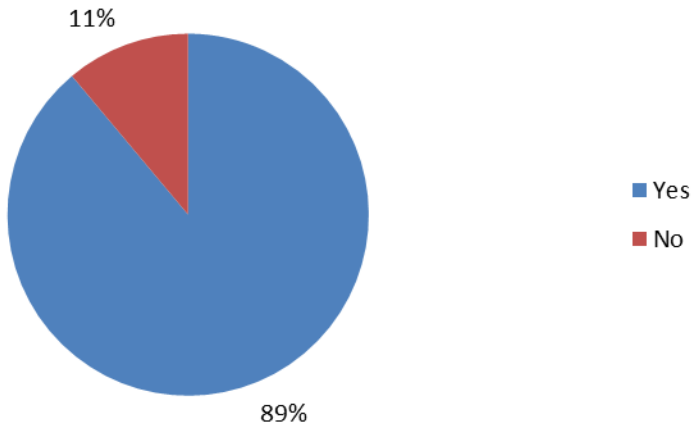
Required

Is this KPI required and, if so, by whom? 67% of utilities who report on this metric responded that it is not required.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 89% of utilities who report on this metric do so as part of a fleet performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

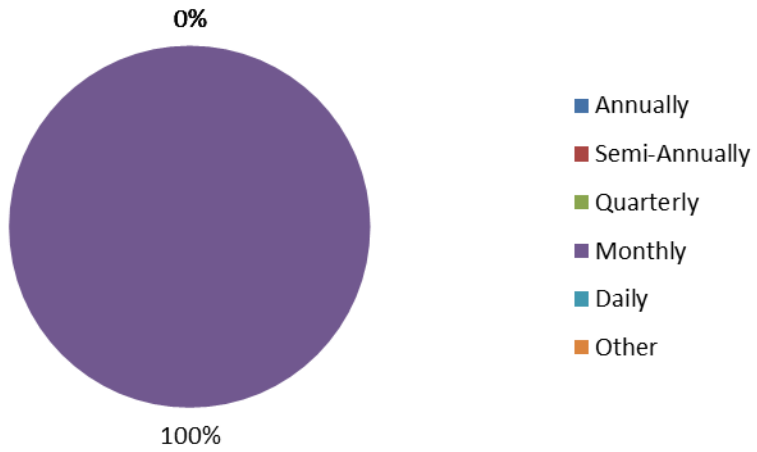
- Prioritization of engineering focus, overtime decisions, manning levels, and service level commitment changes.
- This has helped us to identify hiring needs as well as areas that as an organization we should sub specific repairs/services out.
- Work loading, and personnel manning.
- Fleet replacement.
- Purchasing decisions on type/brand of equipment.
- Manufacture performance and purchasing decisions. Extending manufacture warranty.
- Adherence to work order management, review of daily out of service, and decisions to move work to another garage.
- Overtime, additional staffing, outsourced work and changed supplier.
- Individual garage performance.

Budget Compliance

Examples of compliance metrics include: YTD Budget and Spend Comparison, Capital Budget Compliance, Actual vs. Budget Financial Reports, etc…

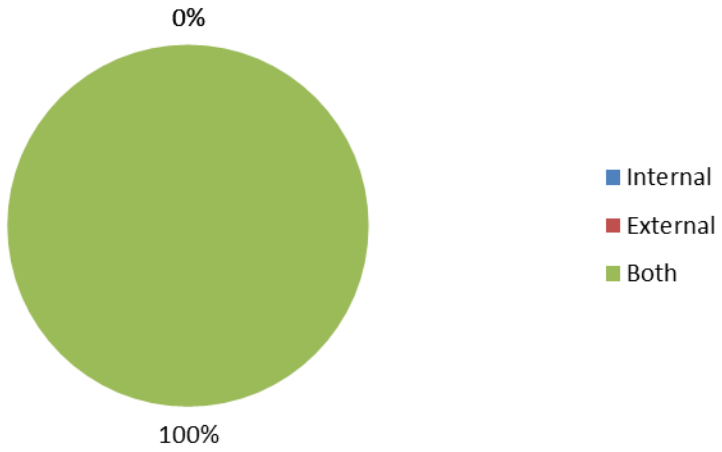
Frequency of Reporting

How often is this KPI reported and reviewed? 100% of utility companies who report on this metric do so monthly.



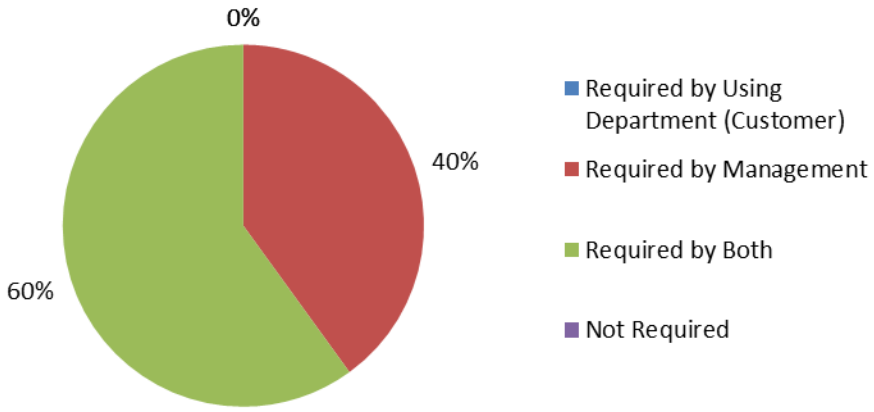
Audience

Is this KPI used internal to fleet or external to corporate? 100% of utility companies who report on this metric do so for both internal and external use.



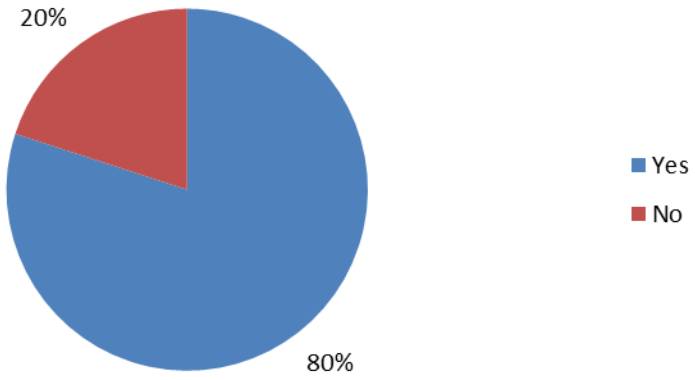
Required

Is this KPI required and, if so, by whom? 60% of utility companies who report on this metric responded that it is required by both Management and Using Departments.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 80% of utility companies who report on this metric do so as part of a fleet performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

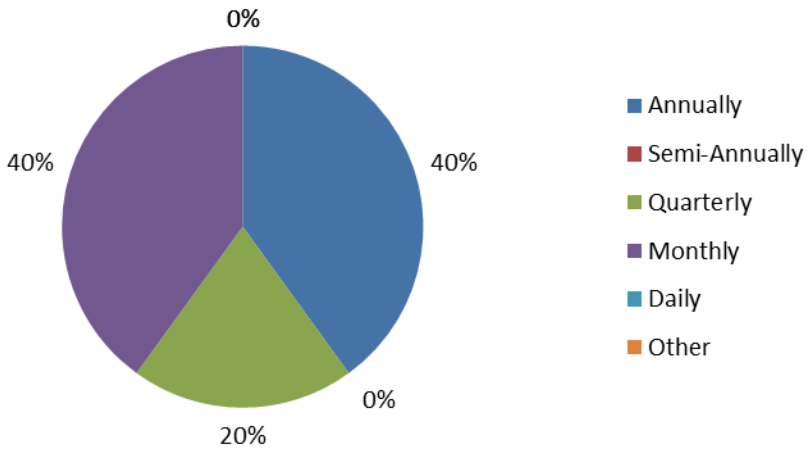
- We constantly adjust our business plan to ensure budgetary performance.
- Spend rates. Purchase plan.
- Multiple – this is one of primary drivers for overall fleet direction.
- Spending the allotted capital dollars starts with receiving order forms from our internal customers. To ensure this takes place yearly meetings are conducted with each workgroup in which their current fleet make up is discussed along with what new equipment they have due for replacement. This ensures that they are fully informed about the make-up and condition of their fleet prior to placing an order for new equipment.
- Control of expenses: overtime, outside services, travel/office products, staffing… Overtime, additional staffing, outsourced work and changed supplier.

Cost Per Customer

Examples of cost per customer metrics include: Fleet Cost Per Retail Customer, Total Cost Per Internal Customer, Fleet Cost Per Customer (External), etc…

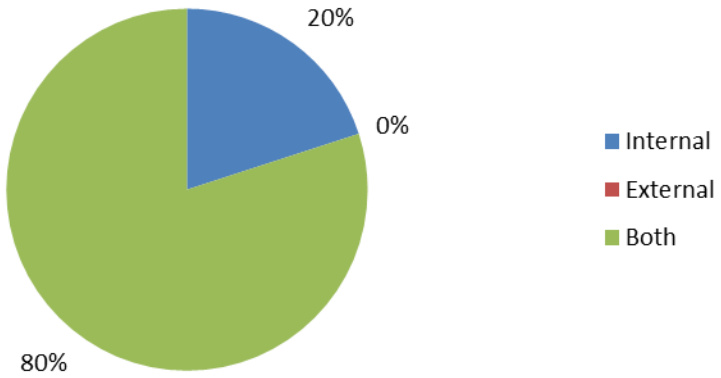
Frequency of Reporting

How often is this KPI reported and reviewed? 40% of utility companies who report on this metric do so annually. Another 40% of companies report on this metric monthly.



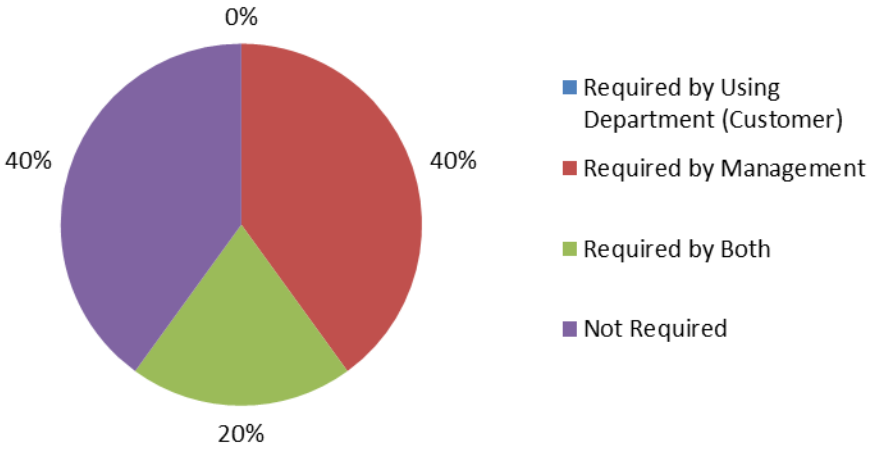
Audience

Is this KPI used internal to fleet or external to corporate? 80% of utility companies who report on this metric do so for both internal and external use.



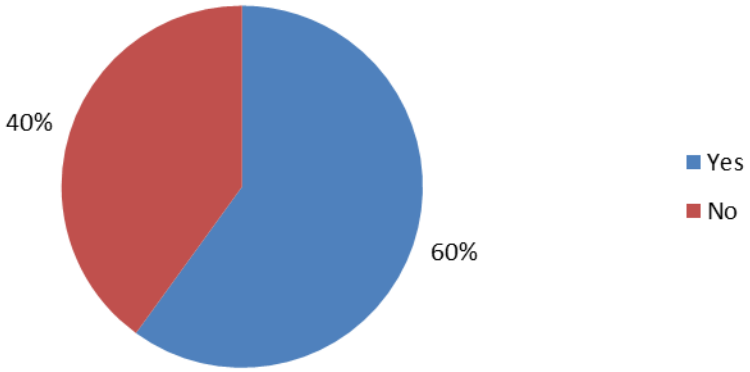
Required

Is this KPI required and, if so, by whom? 40% of utility companies who report on this metric responded that it is required by management. Another 40% of companies responded that it is not required.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 60% of utility companies who report on this metric do so as part of a performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

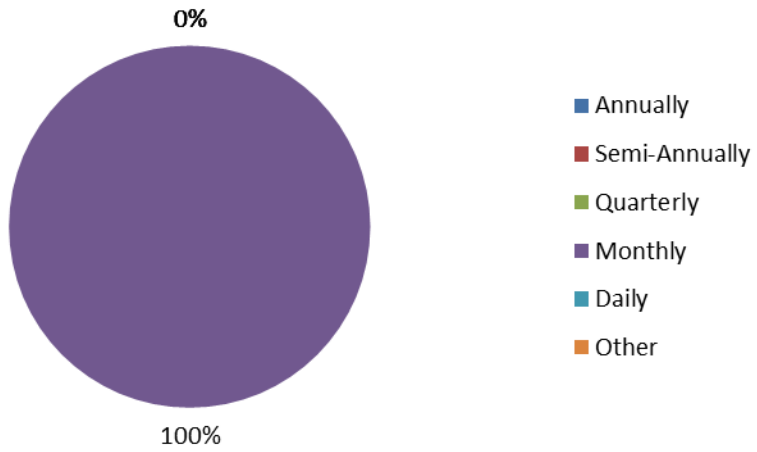
- Identify specific areas of focus and target improvement goals.
- This has helped us to make more efficient purchases for specific departments as well as reduce our overall fleet based on underutilization findings.
- Cost management decisions.
- We're working on reducing our costs by creating vehicle standards, increasing utilization by right-sizing our fleet and creating streamlined processes. This is still a work in progress.
- Evaluation of fleet unit size and staff size.

Fuel Consumption

Examples of fuel consumption metrics include: Average MPG, Fuel Consumed Per 100 Mile/KM, Fuel Usage Comparison, etc…

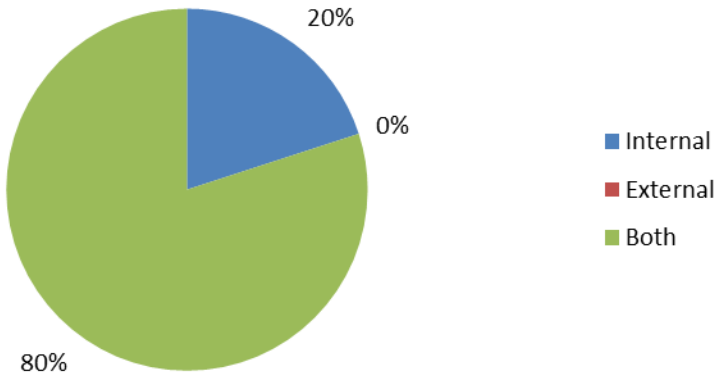
Frequency of Reporting

How often is this KPI reported and reviewed? 100% of utility companies who report on this metric do so monthly.



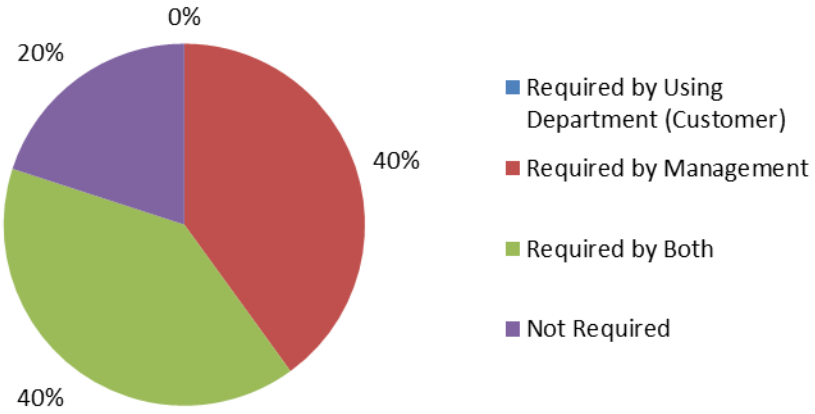
Audience

Is this KPI used internal to fleet or external to corporate? 80% of utility companies who report on this metric do so for both internal and external use.



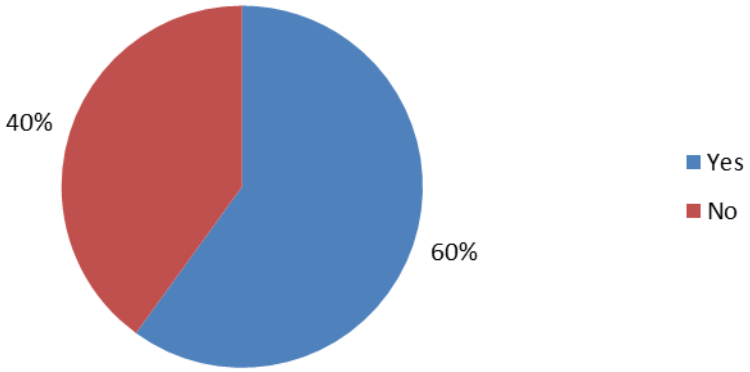
Required

Is this KPI required and, if so, by whom? 40% of utility companies who report on this metric responded that it is required by Management. Another 40% of companies responded that it is required by both Management and Using Departments.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 60% of utility companies who report on this metric do so are part of a fleet performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

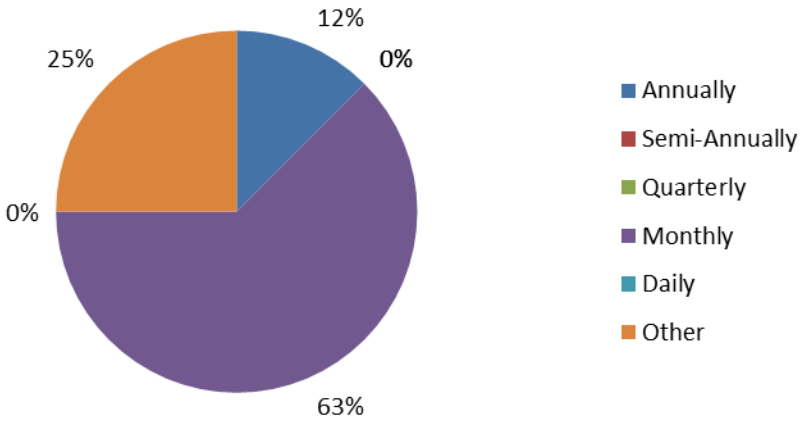
- Areas of focus for driver performance improvement. Used for forecasting fuel costs (annual budget, GRC, etc.). Vehicle fit-for purpose. Vehicle acquisitions. Impact of vehicle technology decisions.
- Selection of more fuel efficient vehicles, as well as previously mentioned initiatives
- Age of fleet, fleet mix, idle reduction technology
- Reports actual fuel purchased against forecasted fuel
- Validating our fuel purchasing program

Mechanic Time

Examples of mechanic time metrics include: Indirect vs. Direct Labor Comparisons, Monthly Vehicles Worked On and Work Orders Completed, Technician Billable Hours, Overtime Report, etc…

Frequency of Reporting

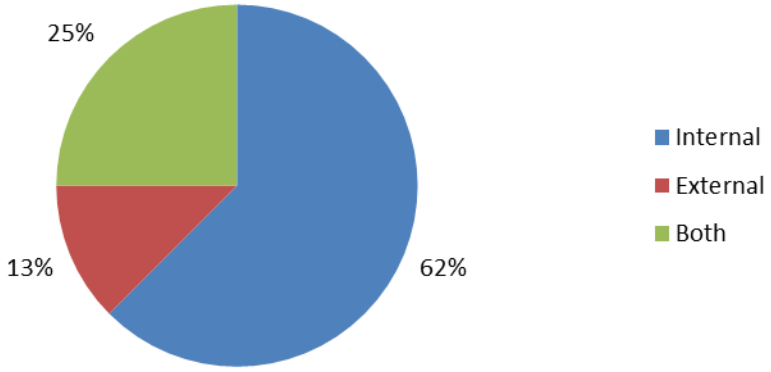
How often is this KPI reported and reviewed? 63% of utility companies who report on this metric do so monthly.



Other: Weekly, Bi-Monthly

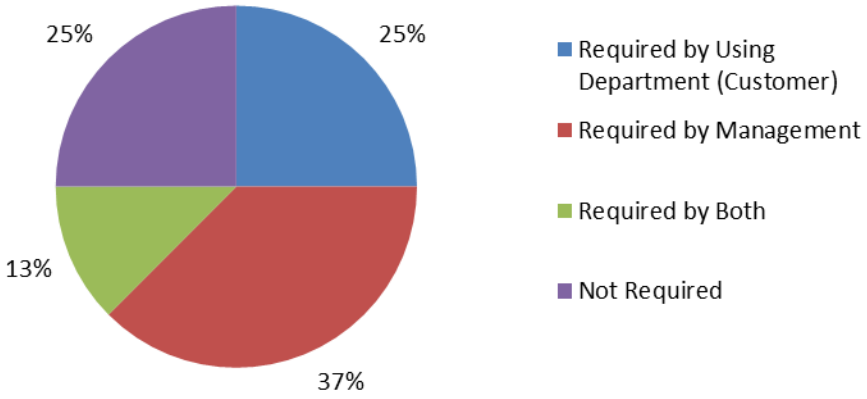
Audience

Is this KPI used internal to fleet or external to corporate? 62% of utility companies who report on this metric do so for internal use.



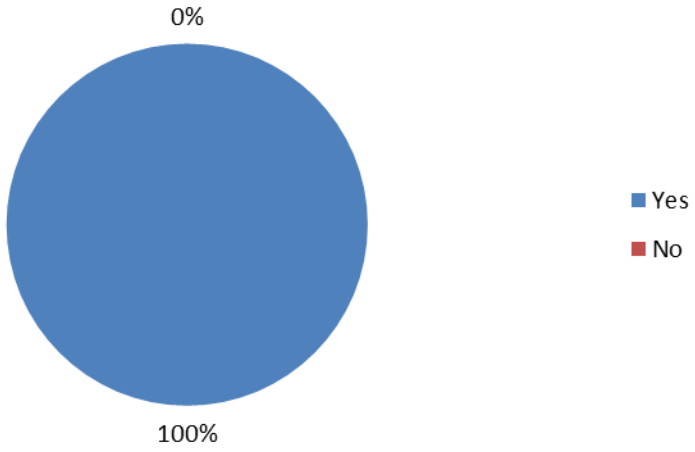
Required

Is this KPI required and, if so, by whom? 37% of utility companies who report on this metric responded that it is required by Management.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 100% of utility companies who report on this metric do so as part of a fleet performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

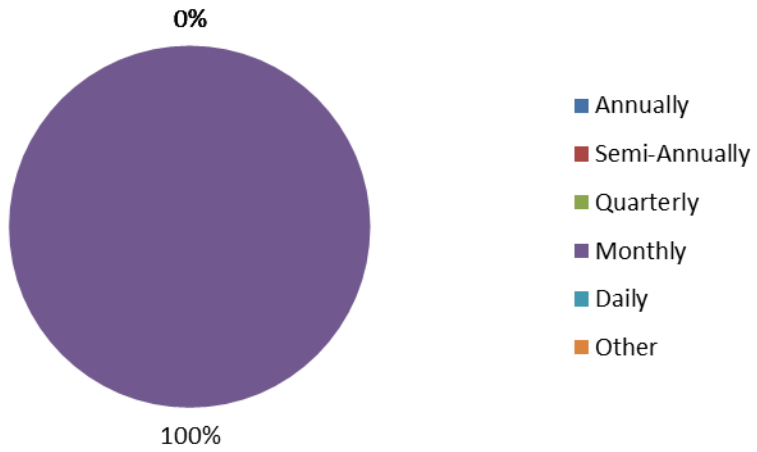
- This helps us to prioritize our work. It also helps us to identify slower times that allow us to focus on employees training during these periods.
- Personnel manning, work loading, fleet size by location.
- Cost analysis for insource vs. outsource specific activities. Extend service intervals.
- Staffing levels Billing Rates.
- Used to measure staffing decisions.
- Added staff; outsourced work.

Operating Cost

Examples of operating cost metrics include: Operating Cost Per Mile/KM, Operating Cost Per Vehicle, etc…

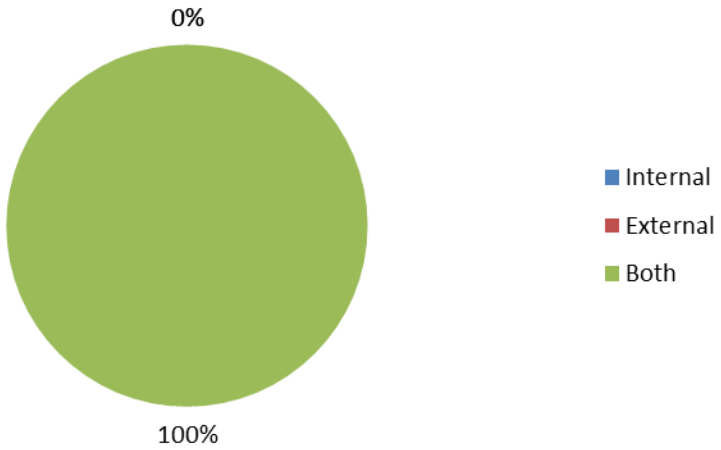
Frequency of Reporting

How often is this KPI reported and reviewed? 100% of utility companies who report on this metric do so monthly.



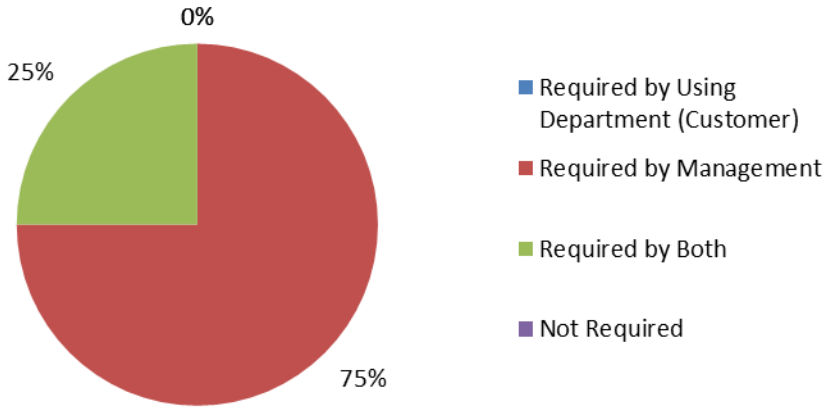
Audience

Is this KPI used internal to fleet or external to corporate? 100% of utility companies who report on this metric do so for both internal and external use.



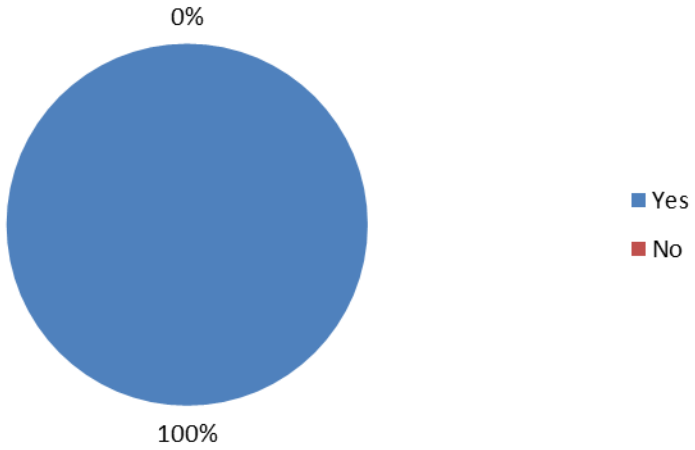
Required

Is this KPI required and, if so, by whom? 75% of utility companies who report on this metric responded that it is required by Management.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 100% of utility companies who report on this metric do so as part of a fleet performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

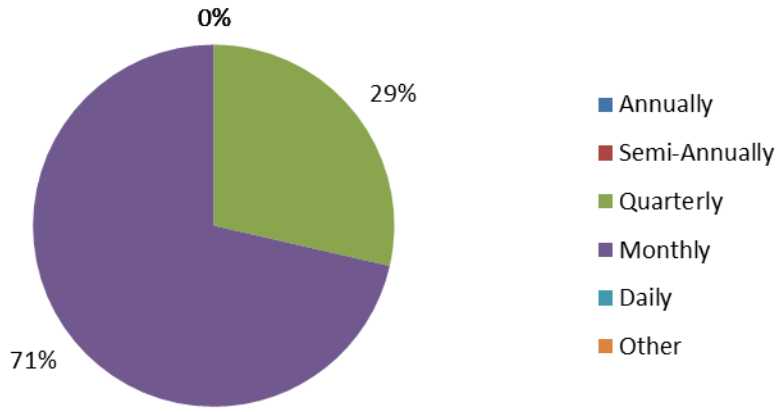
- Mostly cost management decisions.
- Increased emphasis on reducing unnecessary idling, and optimizing route management
- Review cost of maintenance and look at ways to reduce.
- Monitoring the O & M, fuel.

PM Metrics

Examples of preventative maintenance metrics include: PM Completion Rate (Completed PM Inspections / Scheduled PM Inspection), Percent of Units Meeting PM Scheduled Deadlines, PM Average Completion Rate, etc…

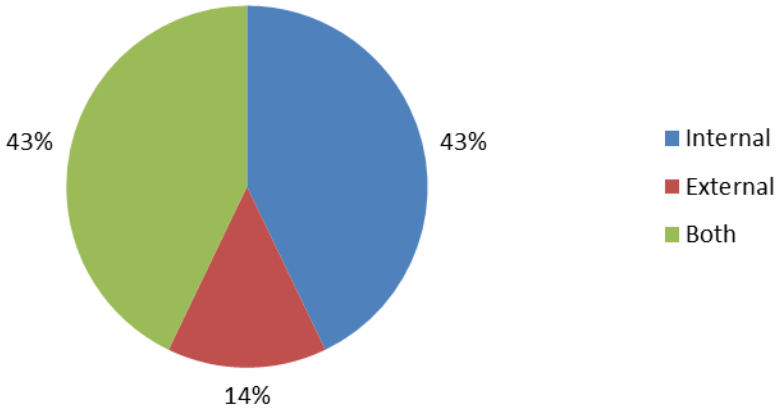
Frequency of Reporting

How often is this KPI reported and reviewed? 71% of utility companies who report on this metric do so monthly.



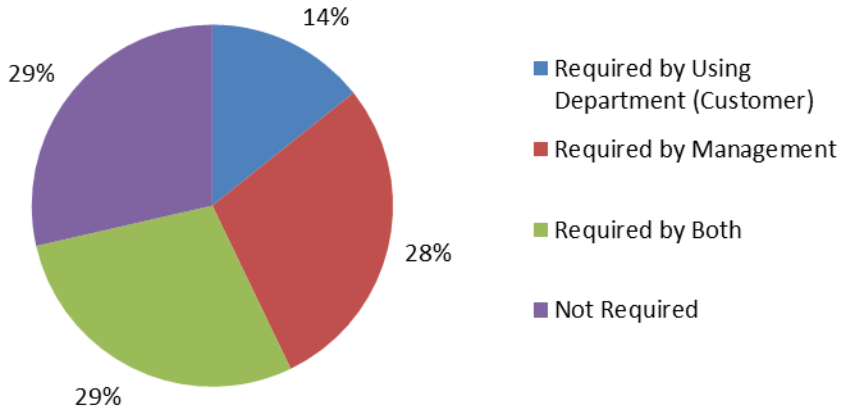
Audience

Is this KPI used internal to fleet or external to corporate? 43% of utility companies who report on this metric do so for internal use. Another 43% of companies report on this metric for both internal and external use.



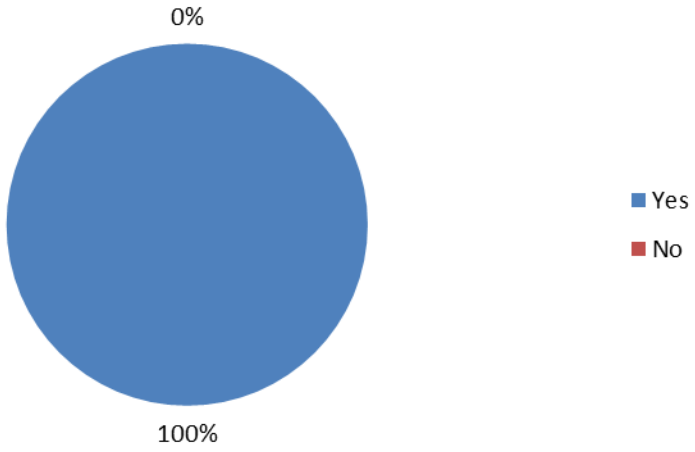
Required

Is this KPI required and, if so, by whom? 29% of utility companies who report on this metric responded that it is required by both Management and Using Departments.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 100% of utility companies who report on this metric do so as part of a key performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

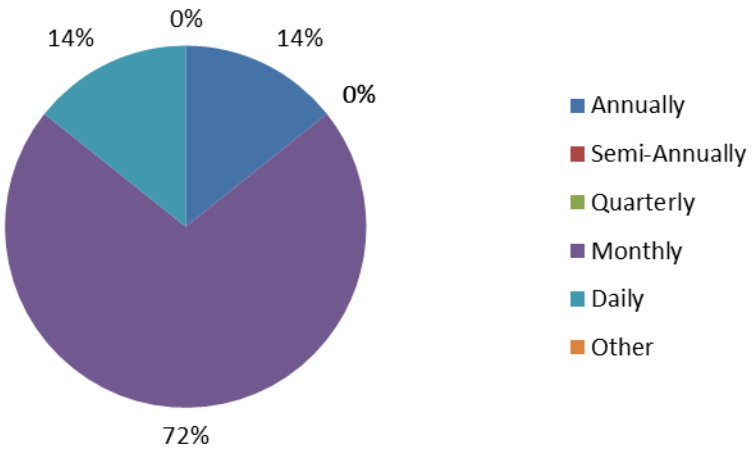
- This is our preventative maintenance program compliance.
- Align workforce to support locations that are behind. Develop plan to address with overtime vs. outsourcing.
- Continual evaluation of PM work load goals.
- Added staff; worked more overtime; outsourced work.
- Staffing has been adjusted across the system to ensure that this work is completed. A team whose primary responsibility is to complete the required inspections was formed and put into place.
- Goal is to meet PM schedules per unit in order to reduce unplanned repairs and road side call-outs.

Safety

Example safety metrics include: Miles Driven without Controllable Vehicle Accident, Number of OSHA Incidents by Department, Near Miss Report, etc…

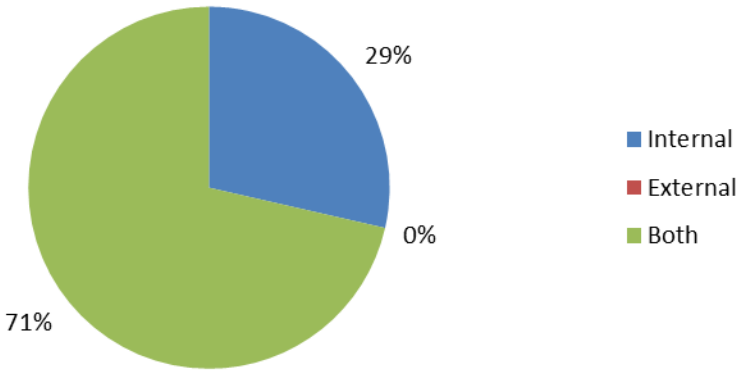
Frequency of Reporting

How often is this KPI reported and reviewed? 72% of utility companies who report on this metric do so monthly.



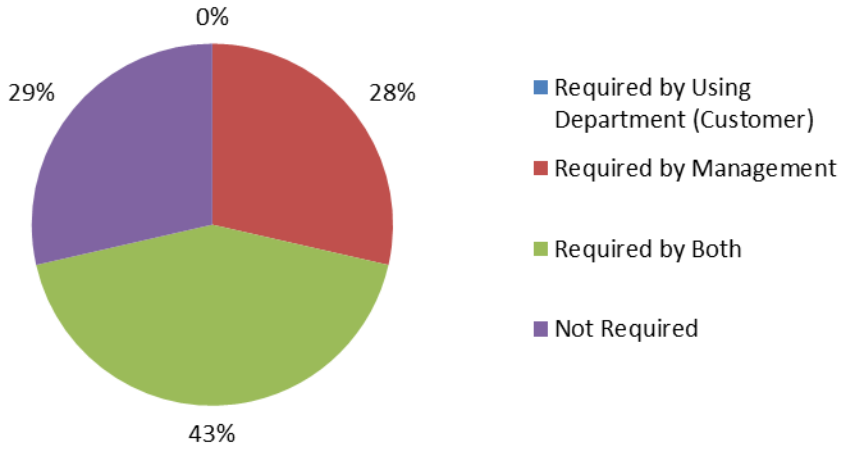
Audience

Is this KPI used internal to fleet or external to corporate? 71% of utility companies who report on this metric do so for both internal and external use.



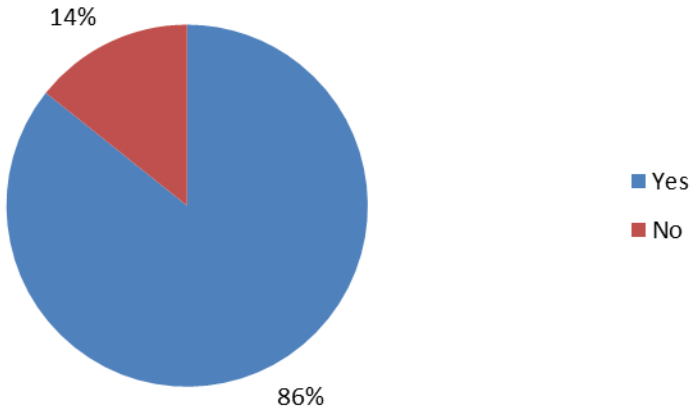
Required

Is this KPI required and, if so, by whom? 43% of utility companies who report on this metric responded that it is required by both Management and Using Departments.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 86% of utility companies who report on this metric do so as part of a fleet performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

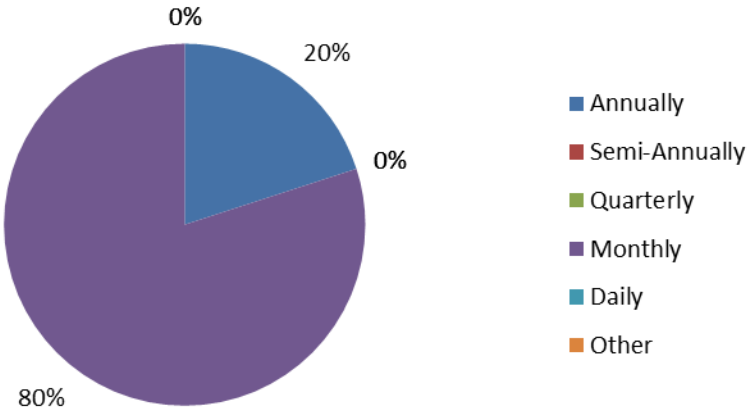
- Just to keep our safety programs fresh and exciting.
- Purchasing decisions on type/brand of equipment
- Helps to develop plan to address workforce shortages, Overtime, outsource other activities to focus on compliance
- Mostly used by corporate but gives fleet and idea of how much additional work will be needed
- Reduced miles driven; added driver safety training; added vehicle safety features
- As a result of this KPI an increased awareness of safety has been established. This has resulted in the purchase of some shop equipment and personal protective equipment to ensure that the technicians have what they need to work safely.

Total Cost Per Mile

Examples of cost per mile metrics include: Average Total Cost Per Mile, Total Cost Per Mile by Unit Type, etc…

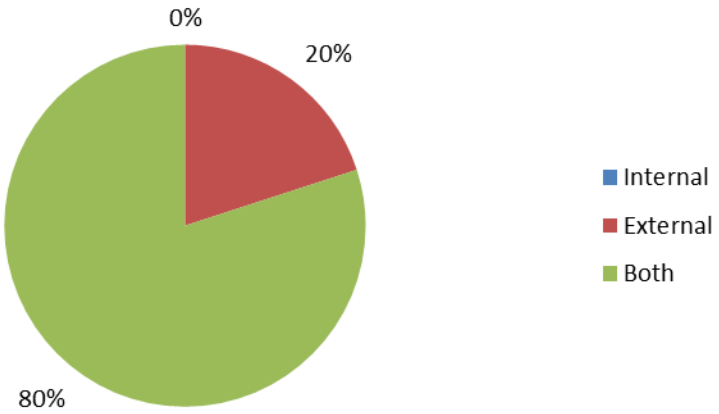
Frequency of Reporting

How often is this KPI reported and reviewed? 80% of utility companies who report on this metric do so monthly.



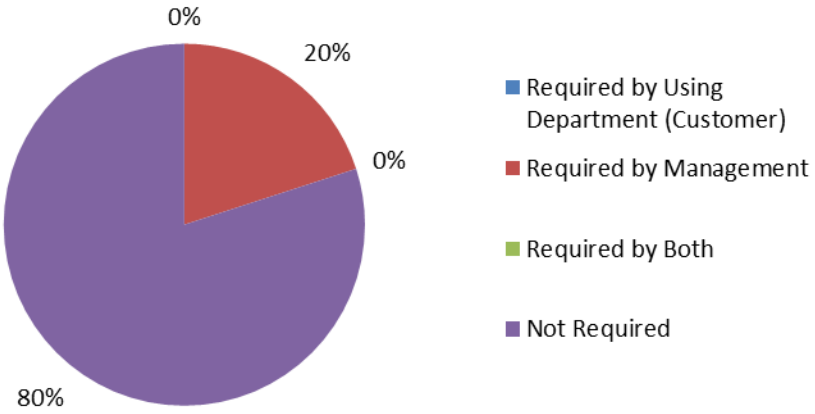
Audience

Is this KPI used internal to fleet or external to corporate? 80% of utility companies who report on this metric do so for both internal and external use.



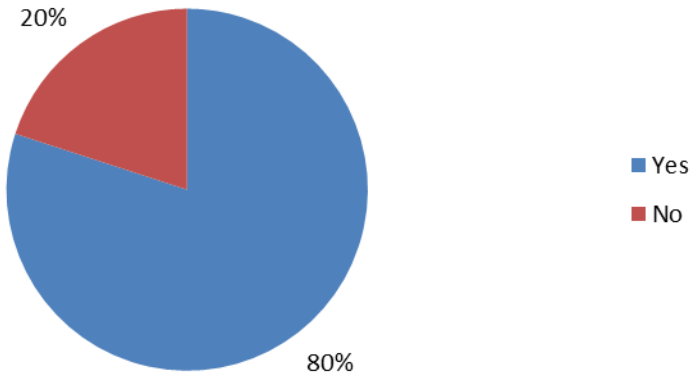
Required

Is this KPI required and, if so, by whom? 80% of utility companies who report on this metric responded that it is not required.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 80% of utility companies who report on this metric do so as part of a fleet performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

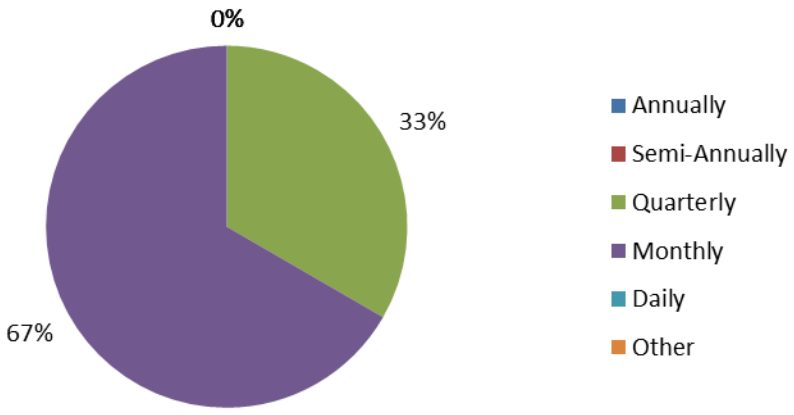
- Excess idle, acquisition costs, fleet age.
- Used to show trends.
- Depending on the cost per mile, I may decide to keep a unit longer or retire it sooner.
- Overall Fleet department efficiency.

Total Cost Per Unit

Example of total cost per unit metrics include: Monthly Expense Report by Unit, Cost Per Unit, Total Expense by Type of Unit with Ten Year Comparison, etc…

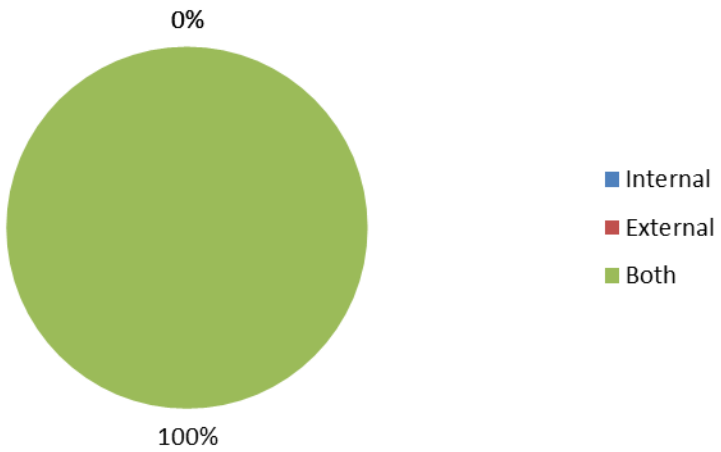
Frequency of Reporting

How often is this KPI reported and reviewed? 67% of utility companies who report on this metric do so monthly.



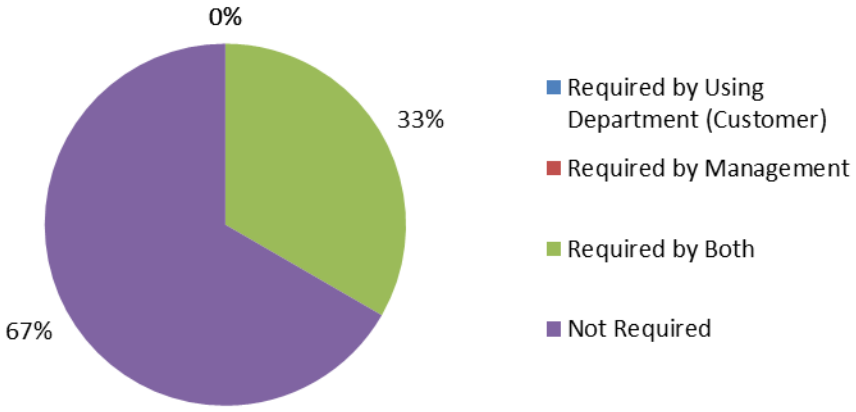
Audience

Is this KPI used internal to fleet or external to corporate? 100% of utility companies who report on this metric do so for both internal and external use.



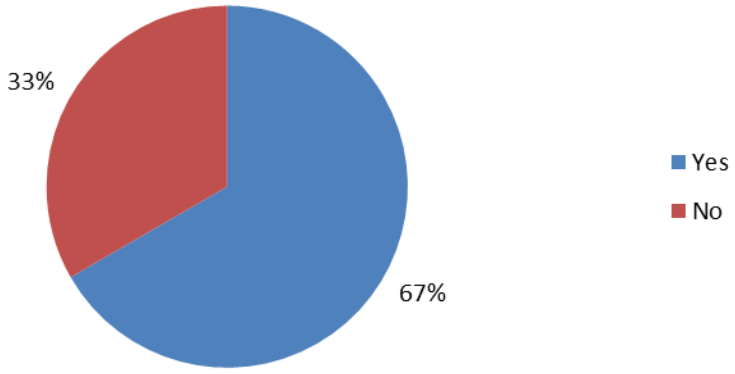
Required

Is this KPI required and, if so, by whom? 67% of utility companies who report on this metric responded that it is not required.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 67% of utility companies who report on this metric do so as part of a fleet performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

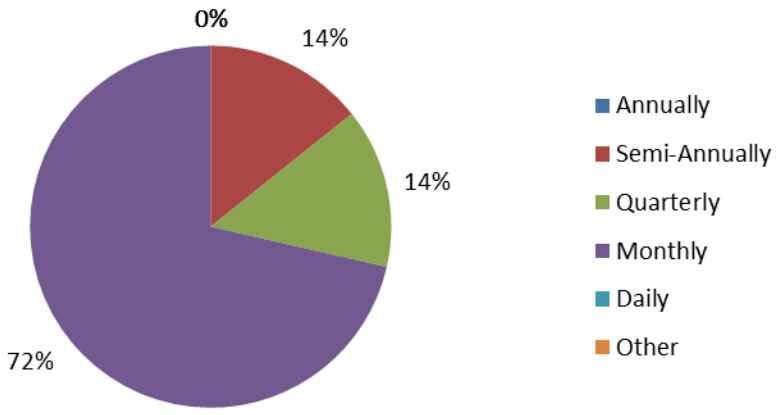
- Cost management
- This KPI looks at our main operating costs (Labor, Materials, Supplies/Tools, Outside Services, and Internal Shop Costs) divided by units, multiplied by a factor of class (size) of units and average age of units. This has forced us to look at our new units, the design and the need to control those costs.
- Introduced programs to reduce maintenance costs and lease costs
- This report will identify quickly a higher than average costly unit.

Utilization

Examples of utilization metrics include: Fleet Utilization Report, Projected Miles Report, Monthly Mileage by Department, etc…

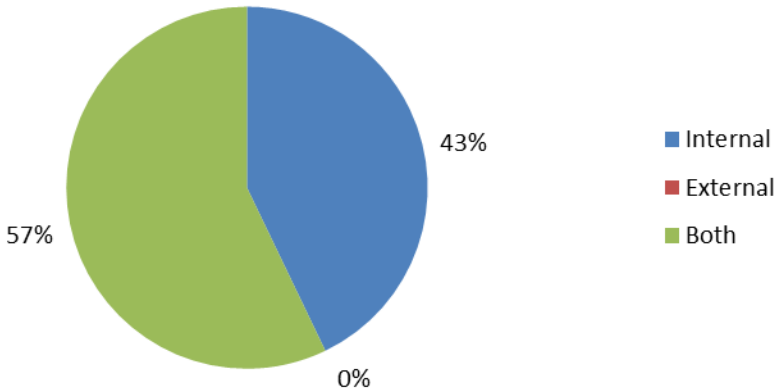
Frequency of Reporting

How often is this KPI reported and reviewed? 72% of utility companies who report on this metric do so monthly.



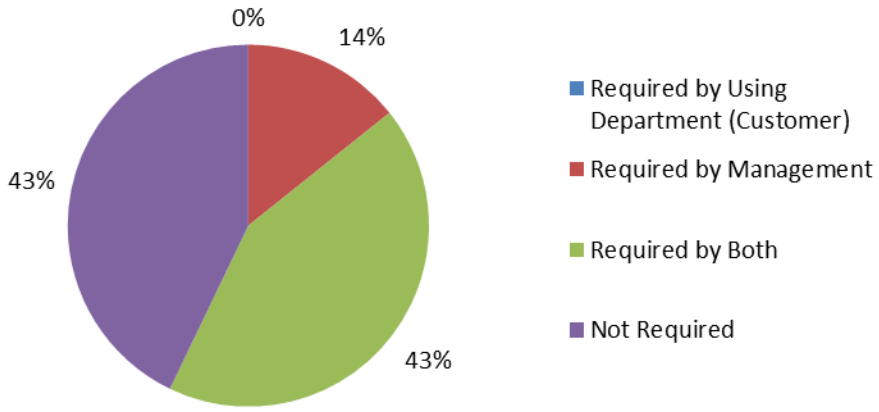
Audience

Is this KPI used internal to fleet or external to corporate? 57% of utility companies who report on this metric do so for both internal and external use.



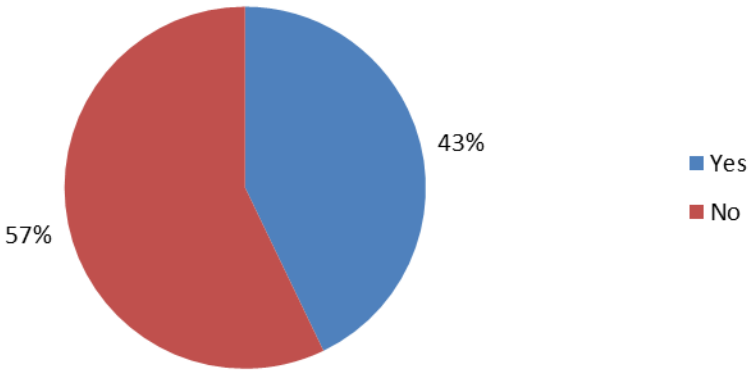
Required

Is this KPI required and, if so, by whom? 43% of utility companies who report on this metric responded that it is required by Management and Using Departments. Another 43% of companies responded that it is not required.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 57% of utility companies who report on this metric do not do so as part of a fleet performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

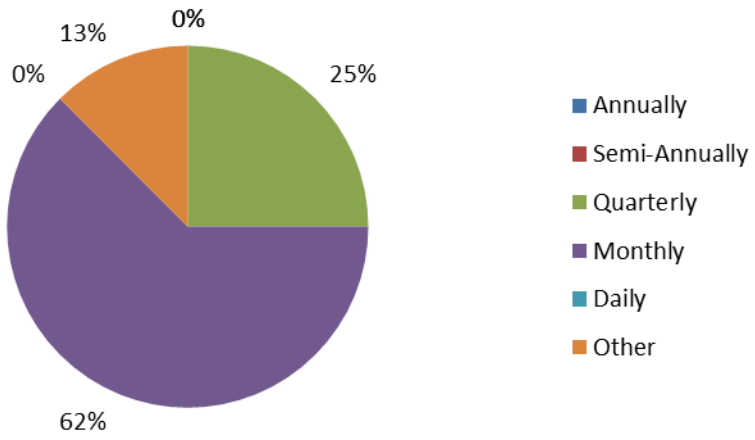
- Areas of focus to reduce fleet numbers sell versus redeploy.
- Future fleet purchases.
- Underutilized unit evaluations.
- Purchasing decisions are made. We trade out vehicles based on mileage.
- I track overall mileage per unit and may retire a unit before it is scheduled.
- This monthly report will identify projected current year end odometer readings as well as the next year. This report will identify high mileage units as well as underutilized units.
- Used to optimize fleet size. Request users to turn in underutilized units and use general pool vehicles and/or personal vehicle use.

Work Order Metrics

Examples of work order metrics include: PM Mechanic Time vs. Repair Time, Preventative Maintenance, Corrective Work Percentage, Repair and PM Turnaround Time, etc…

Frequency of Reporting

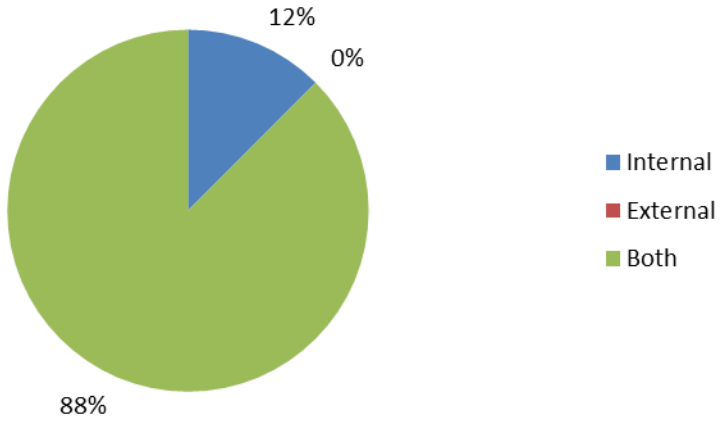
How often is this KPI reported and reviewed? 62% of utility companies who report on this metrics do so monthly.



Other: End of Audit

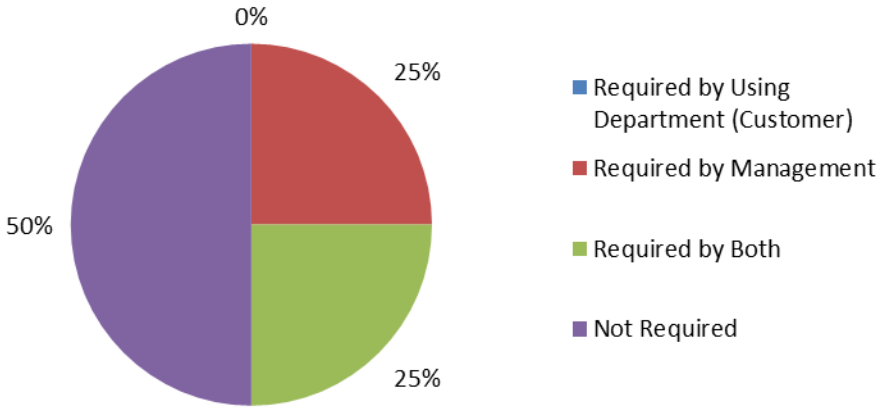
Audience

Is this KPI used internal to fleet or external to corporate? 88% of utility companies who report on this metric do so for both internal and external use.



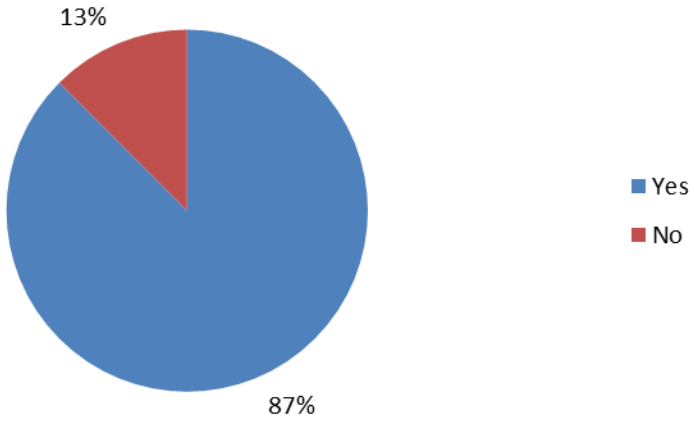
Required

Is this KPI required and, if so, by whom? 50% of utility companies who report on this metric responded that it is not required.



Fleet Performance Evaluation

Is this KPI part of a fleet performance evaluation? 87% of utility companies who report on this metric do so as part of a fleet performance evaluation.



Business Decisions

The following were listed as business decisions that were made as a result of tracking these metrics.

- Where to focus our education and training for post trips.
- Maintenance efficiency.
- PM Intervals, Mechanic Performance.
- Educating our internal customers and holding our garages accountable for timely PMs.
- Shift personnel and work load evaluations.
- Goal is to increase availability to user groups. Decision to outsource light duty repairs and PM's.