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| **TRANSPORT MANAGEMENT- OPERATIONAL ASSESSMENT** |
| **About this tool:** This tool is designed for assessing the transport management systems and processes within a specific organisation. This tool is used during interviews with staff that have a responsibility for transport management such as a Transport Officer or Transport Manager. While the tool will provide a quantitative score for an organisation what is perhaps more important is the general insight provided by the interview - the score alone is not the only indicator of success. |
| **Name of Project:** <enter project name> |  | **Scoring:** |  |
| **Date:** <enter date> |  | **Yes** | 1 |
| **Country:** <enter country> |  | **No** | 0 |
| **Location:** <enter specific location> |  | **Poor** | 0 |
| **Organisation:** <enter organisation’s name> |  | **Good** | 1 |
| **Name of Transport Officer:** <enter TO name> |  | **Excellent** | 2 |
| **Name of Interviewer:** <enter interviewer name> |  |  |  |
| **Other info:** <enter any other relevant info> |  |  |  |

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| **Copies Required:(These documents should be requested ahead of the interview so that they can be checked for completeness during the interview)** | **Received: (Yes/No)** |
| **1. Vehicle logbooks (a sample)** |   |
| **2. Fuel records** |   |
| **3. Drivers Licences (a sample)** |  |
| **4. Vehicle records** |   |
| **5. Maintenance plans** |   |
| **6. Trip authority forms** |   |
| **7. Job descriptions** |   |
| **8. Organisational chart** |   |
| **9. Transport policy** |   |
| **10. Vehicle inventory (historical as well if available)** |   |
| **1. Situation Analysis** |  |
| * 1. **Vehicle Inventory**
 |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is a vehicle inventory (a list of all vehicles in the fleet) available?** | Yes - No |  |  |
| **When was the vehicle inventory last updated?** | Poor - Good - Excellent | **Poor** = has not been reviewed, Good = reviewed in the past year, **Excellent** = reviewed in the last 6 months |  |
| **Where are the vehicles parked overnight and are spot checks conducted?** | Poor - Good - Excellent | **Poor** = unsure of where vehicles are kept, **Good** = specific locations, **Excellent** = at site or specific locations that are spot checked |  |
|  |  | **Total Out Of 5:** |  |

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| **1.2 Vehicle Vision i.e. view of fleet requirements** |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Does a document exist which details future fleet requirements?** | Yes - No |  |  |
| **When was it last updated?** | Poor - Good - Excellent | **Poor** = has not been reviewed, **Good** = reviewed in the past year, **Excellent** = reviewed in the last 6 months Date: |  |
| **Has the document been shared with donors/partners?** | Yes - No |  |  |
|  |  | **Total Out Of 4:** |  |

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| **1.3 Replacement Plan** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is there a vehicle replacement policy?** | Yes - No |  |  |
| **Is the policy adhered to in practice?** | Yes - No |  |  |
| **How is the point of replacement calculated?** |  | Age = 0, Cost = 1, Km = 2 |  |
| **Are the replacement vehicles budgeted for?** | Yes - No | Perhaps through depreciation calculations or as a percentage of the total fleet value per annum |  |
| **What is the source of the funds used to procure new vehicles?** |  | Government, Donor, Other | N/A |
| **How are the replaced vehicles disposed of?** |  | Auctioned, Scrapped, Sold to Staff, Given to Staff, Other | N/A |
| **Revenue from vehicle disposal to:** |  | Treasury - Ministry - District - Other - They do not get involved | N/A |
|  |  | **Total Out Of 5:** |  |
|  |  |  |  |
| **Situation Analysis Overall Score Out Of 14:** |  |  |  |
| **Percentage:** |  |  |  |
| **2. Policy** |  |  |  |
| **2.1 Policy Documentation** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is there a policy drafted?** | Yes - No |  |  |
| **Has the policy been signed off?** | Yes - No |  |  |
| **When was the policy last updated?** |  | **Poor** = has not been reviewed, **Good** = reviewed in the past year, **Excellent** = reviewed in the last 6 months Date: |  |
| **How was the policy issued?** |  |  | N/A |
|  |  | **Total Out Of 4:** |  |

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| **2.2 Understanding of the Policy** (ask 5 questions to each of the groups below based on the content of the policy) |
| **Element** | **Evidence** | **Comments** | **Score** |
| **How is the understanding of the Policy by Transport Officer/Manager?** |  | **Poor** = answers less than 2 questions correctly, **Good =** answers 3 or 4 questions correctly, **Excellent =** answers all 5 questions correctly |  |
| **How is the understanding of the Policy by Drivers?** |  | **Poor** = answers less than 2 questions correctly, **Good =** answers 3 or 4 questions correctly, **Excellent =** answers all 5 questions correctly |  |
| **How is the understanding of the Policy by Managers?** |  | **Poor** = answers less than 2 questions correctly, **Good =** answers 3 or 4 questions correctly, **Excellent =** answers all 5 questions correctly |  |
|  |  | **Total Out Of 6:** |  |

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| **2.3 Implementation of the Policy** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Test four of the aspects listed below (see 2.4) and state if in place - Yes - No** |
| **1** | Yes - No | Aspect: |  |
| **2** | Yes - No | Aspect: |  |
| **3** | Yes - No | Aspect: |  |
| **4** | Yes - No | Aspect: |  |
|  |  | **Total Out Of 4:** |  |

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| **2.4 Content of the Policy** (does the policy include the following elements?) |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Vehicle vision** | Yes - No |  |  |
| **Replacement policy** | Yes - No |  |  |
| **Standardisation of vehicle makes/models** | Yes - No |  |  |
| **Allocation of vehicles to individuals or programmes** | Yes - No |  |  |
| **Pooling** | Yes - No |  |  |
| **Management structure** | Yes - No |  |  |
| **Authorities and responsibilities** | Yes - No |  |  |
| **Drivers** | Yes - No |  |  |
| **Passengers** | Yes - No |  |  |
| **Security** | Yes - No |  |  |
| **Trip authorities** | Yes - No |  |  |
| **Documentation Inc. logbooks** | Yes - No |  |  |
| **Management reporting** | Yes - No |  |  |
| **Key Performance Indicators** | Yes - No |  |  |
| **Public transport use** | Yes - No |  |  |
| **Use of private transport?** | Yes - No |  |  |
| **Personal use of official transport?** | Yes - No |  |  |
| **Others?** | Yes - No | Specify: |  |
|  |  | **Total Out Of 17:** |  |
| **Policy Overall Score Out Of 31:** |  |  |  |
| **Percentage:** |  |  |  |

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| **3. Operational Management** |  |  |  |
| **3.1 Structure** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is there an individual with overall responsibility for transport at this level?** | Yes - No | Who? |  |
| **What are their other duties?** |  | List: | N/A |
| **Is there a deputy/understudy available?** | Yes - No |  |  |
| **Is transport included as an item in management team meetings?** | Yes - No | Proof – meeting minutes |  |
|  |  | **Total Out Of 3:** |  |

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| **3.2 Procedures** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is there any evidence of documented procedures?** | Yes - No |  |  |
| **Are these documented procedures understood?** | Yes - No |  |  |
| **Are these procedures followed?** | Yes - No |  |  |
|  |  | **Total Out Of 3:** |  |

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| **3.3 Authorities** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Are trip authorities used?** | Yes - No |  |  |
| **Spot check 3 trips and confirm if used:** | Yes - No |  |  |
|  |  | **Total Out Of 2:** |  |

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| **3.4 Documentation** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Are the logbooks available for all vehicles?** | Yes - No |  |  |
| **Are the logbooks available for all motorcycles?** | Yes - No |  |  |
| **Are the logbooks completed and up to date?** | Yes - No |  |  |
| **Are there vehicle files set up?** | Yes - No |  |  |
| **Describe the vehicle file contents:** |  |  | N/A |
| **Are the vehicle files up to date?** | Yes - No |  |  |
|  |  | **Total Out Of 5:** |  |

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| **3.5 Planning & Scheduling** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Are trips notified in advance?** | Yes - No | How long? |  |
| **Is there a transport planning routine?** | Yes - No |  |  |
| **Is there a system in place for determining transport priorities?** | Yes - No |  |  |
| **Is vehicle maintenance included in the planning?** | Yes - No |  |  |
| **Is actual vehicle use compared against the plan?** | Yes - No |  |  |
| **Are the vehicles pooled and not allocated?** | Yes - No |  |  |
|  |  | **Total Out Of 6:** |  |

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| **3.6 Controls** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Are the keys held by the transport officer?** | Yes - No |  |  |
| **Are fuel issue controls in place and adequate?** | Yes - No |  |  |
| **Are all the vehicle odometers working?** | Yes - No | % |  |
| **Are trip authorities carried in vehicles?** | Yes - No |  |  |
| **Are spot checks carried out on drivers and vehicles?** | Yes - No |  |  |
| **Are drivers’ licences checked with the licensing authorities?** | Yes - No |  |  |
| **Is there a register of licences?** | Yes - No |  |  |
|  |  | **Total Out Of 7:** |  |
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| **Operational Management Overall Score Out Of 26:** |  |  |  |
| **Percentage:** |  |  |  |

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| **4. Fleet Management** |  |  |  |
| **4.1 Vehicle Selection** - procurement policy |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is the selection of vehicle types suitable for the conditions?** | Yes - No |  | N/A |
| **4-wheeled 4x4** | Yes - No |  |  |
| **4-wheeled (not 4x4)** | Yes - No |  |  |
| **Motorcycles** | Yes - No |  |  |
| **Bicycles** | Yes - No |  |  |
| **Is the selection of vehicle makes suitable for maintenance skills or spares?** | Skills - Spares |  | N/A |
| **4-wheeled 4x4** | Yes - No |  |  |
| **4-wheeled (not 4x4)** | Yes - No |  |  |
| **Motorcycles** | Yes - No |  |  |
| **Bicycles** | Yes - No |  |  |
| **Is the selection of vehicle types suitable for the work to be carried out?** | Yes - No |  | N/A |
| **4-wheeled 4x4** | Yes - No |  |  |
| **4-wheeled (not 4x4)** | Yes - No |  |  |
| **Motorcycles** | Yes - No |  |  |
| **Bicycles** | Yes - No |  |  |
|  |  | **Total Out Of 12:** |  |

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| **4.2 Maintenance Regime** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is there planned preventative maintenance?** | Yes - No |  |  |
| **Are there suitable maintenance intervals for conditions?** | Yes - No | Define: |  |
| **Are the intervals strictly adhered to?** | Yes - No |  |  |
| **Are vehicles parked if funds are not available?** | Yes - No |  |  |
|  |  | **Total Out Of 4:** |  |

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| **4.3 Maintenance Provider Assessment - In House Garage** |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Trading relationship** |  |  | N/A |
| **Is outside work undertaken?** | Yes - No |  |  |
| **What is the number of vehicles parked at this location?** |  | No: | N/A |
| **How many jobs are completed each month?** |  | No: | N/A |
| **Covered workshop?** | Yes - No |  |  |
| **Are there vehicle pits, and if so how many?** | Yes - No | No: |  |
| **Are there vehicle ramps, and if so how many?** | Yes - No | No: |  |
| **Document a summary of the workshop equipment:** |  |  | N/A |
| **Are there trained mechanics, if so how many? (also ask what kind of training has been received)** | Yes - No | No: |  |
| **Are there any trained auto electricians, if so how many? (also ask what kind of training has been received)** | Yes - No | No: |  |
| **Are there any apprentices, if so how many?** | Yes - No | No: |  |
| **Are there any supervisory staffs on each shift?** | Yes - No |  |  |
| **What is the value of spare parts held on site?** |  | $US | N/A |
| **What is the average vehicle downtime?** |  | Specify for service and repair | N/A |
| **Is there visible Health & Safety management in place?** | Yes - No |  |  |
| **Are there training programmes in place?** | Yes - No |  |  |
| **Is there a job card system?** | Yes - No |  |  |
| **Are there vehicle files?** | Yes - No |  |  |
| **Is there a maintenance costing system?** | Yes - No |  |  |
| **Is there budget planning?** | Yes - No |  |  |
| **Are the overheads costed?** | Yes - No |  |  |
| **Are there inspections carried out/quality control?** | Yes - No |  |  |
|  |  | **Total Out Of 16:** |  |
| **4.3 Maintenance Provider - Outsourced Garage** |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is the 3rd party part of the public sector?** | Yes - No |  | N/A |
| **Is the 3rd party part of the private sector?** | Yes - No |  | N/A |
| **What is the number of vehicles parked at this location?** |  | No: | N/A |
| **How many jobs are completed each month?** |  | No: | N/A |
| **Covered workshop?** | Yes - No |  |  |
| **Are there vehicle pits, and if so how many?** | Yes - No | No: |  |
| **Are there vehicle ramps, and if so how many?** | Yes - No | No: |  |
| **Document a summary of the workshop equipment:** |  |  | N/A |
| **Are there trained mechanics, if so how many? (also ask what kind of training has been received)** | Yes - No | No: |  |
| **Are there any trained auto electricians, if so how many? (also ask what kind of training has been received)** | Yes - No | No: |  |
| **Are there any apprentices, if so how many?** | Yes - No | No: |  |
| **Are there any supervisory staff on each shift?** | Yes - No |  |  |
| **What is the hourly charge rate?** |  | State currency | N/A |
| **Are there standard labour charges for work?** | Yes - No |  |  |
| **What is the value of spare parts held on site?** |  |  | N/A |
| **What is the average vehicle downtime?** |  |  | N/A |
| **Is there visible Health & Safety management in place?** | Yes - No |  |  |
| **Are there training programmes in place?** | Yes - No |  |  |
| **Is there a job card system?** | Yes - No |  |  |
| **Are there vehicle files?** | Yes - No |  |  |
| **Is there a maintenance costing system?** | Yes - No |  |  |
| **Are there inspections carried out/quality control?** | Yes - No |  |  |
| **Are the facilities in good condition?** | Yes - No |  |  |
| **Is the site secure?** | Yes - No |  |  |
| **Are they able to work on all required vehicle types?** | Yes - No |  |  |
| **Overall impression of location** |  |  | N/A |
|  |  | **Total Out Of 17:** |  |

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| **4.4 Vehicle Checks** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Are vehicle checks documented?** | Yes - No | How? |  |
| **Are driver checks documented?** | Yes - No | Frequency: |  |
| **Are vehicles spot-checked by the transport officer?** | Yes - No | Frequency: |  |
| **Are vehicles spot-checked by the mechanic?** | Yes - No | Frequency: |  |
| **How many drivers are there? And do the number of drivers match the vehicle requirements? i.e. 10 vehicles = 10 drivers** |  |  | N/A |
| **Are vehicle handbooks available?** | Yes - No |  |  |
|  |  | **Total Out Of 5:** |  |

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| **4.5 Task Comparison & Parts Lead Time** |  |  |  |
| **Task (for a Toyota Landcruiser)** | **Time To Complete** | **Parts Lead Time** |  |
| **Replace front shocks** |   |   |  |
| **Replace external fuel pump** |   |   |  |
| **Engine overhaul** |   |   |  |
| **Replace all 4 brake pads** |   |   |  |
| **Replace all 4 break shoes** |   |   |  |
| **General 5k service** |   |   |  |
| **Replace exhaust line** |   |   |  |
| **Replace fuel line** |   |  |  |
| **Replace clutch** |   |  |  |
| **Replace starter motor** |   |  |  |
| **Replace gear box** |   |  |  |
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| **Operational Management Overall Score Out Of 54:** |  |  |  |
| **Percentage:** |  |  |  |

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| **5. Management Information** |  |  |  |
| **5.1 Source Data/Documents** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Are there logbooks?** | Yes - No |  |  |
| **If so, what condition are they in?** | Poor - Good - Excellent |  |  |
| **Are there vehicle files?** | Yes - No |  |  |
| **If so, what condition are they in?** | Poor - Good - Excellent |  |  |
| **Is maintenance cost information recorded?** | Yes - No |  |  |
|  |  | **Total Out Of 7:** |  |
| **5.2 Data Analysis** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Are computers used to analyse data?** | Yes - No |   |   |
| **Are the km travelled per month recorded?** | Yes - No |   |   |
| **Is the fuel utilisation recorded?** | Yes - No |   |   |
| **Are the running costs recorded?** | Yes - No |   |   |
| **Is the vehicle availability recorded?** | Yes - No |   |   |
| **Is the vehicle utilisation recorded?** | Yes - No |   |   |
| **Is the performance/needs satisfaction recorded?** | Yes - No |   |   |
| **Are safety records analysed?** | Yes - No |  |  |
|  |  | **Total Out Of 8:** |  |

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| **5.3 Information Utilisation -** Is the data in 5.2 utilised, if so give examples/applications |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **By the transport officer?** | Yes - No |  |  |
| **By the management team?** | Yes - No |  |  |
| **Is the information reported to the level above?** | Yes - No |  |  |
| **Is feedback given to the level below?** | Yes - No |  |  |
| **Is feedback given to the donors?** | Yes - No |  |  |
| **Is trend data available over a period of time?** | Yes - No |  |  |
|  |  | **Total Out Of 7:** |  |
| **Management Information Overall Score Out Of 22:** |  |  |  |
| **Percentage:** | **%** |  |  |

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| **6. Human Resources & Organisation** |  |  |  |
| **6.1 Structure** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Draw up an organisation chart to show the reporting lines of the person responsible for the transport management, completed?** |   |   | N/A |

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| **6.2 Job Descriptions** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is there a job description for the transport officer?** | Yes - No | Obtain copies or summarise key responsibilities |  |
| **Is there a job description for the drivers?** | Yes - No | Obtain copies or summarise key responsibilities |  |
| **Is there a job description for the mechanics?** | Yes - No | Obtain copies or summarise key responsibilities |  |
|  |  | **Total Out Of 3:** |  |

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| **6.3 Training/Capacity Developed To Date** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Has anyone been developed/trained in the following areas:** |
| **Transport management?** | Yes - No | Who? Where? |  |
| **Do drivers have to complete a driving assessment before starting work?** | Yes - No |  |  |
| **Team management?** | Yes - No | Who? Where? |  |
| **Fleet management?** | Yes - No | Who? Where? |  |
| **Budgeting?** | Yes - No | Who? Where? |  |
| **Health & Safety?** | Yes - No | Who? Where? |  |
| **Defensive driving?** | Yes - No | Who? Where? |  |
| **Maintenance?** | Yes - No | Who? Where? |  |
| **Motorcycle riding?** | Yes - No | Who? Where? |  |
| **Motorcycle maintenance?** | Yes - No | Who? Where? |  |
| **Transport planning?** | Yes - No | Who? Where? |  |
|  |  | **Total Out Of 11:** |  |

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| **6.4 Training Planned In The Future** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is there a training budget?** | Yes - No |  |  |
| **Is there a senior manager responsible for the training plan?** | Yes - No | Who? |  |
| **Has training been planned in the following areas?** | **Evidence** | **Comments** | **Score** |
| **Transport management?** | Yes - No | Who? Where? |  |
| **Team management?** | Yes - No | Who? Where? |  |
| **Fleet management?** | Yes - No | Who? Where? |  |
| **Budgeting?** | Yes - No | Who? Where? |  |
| **Health & Safety?** | Yes - No | Who? Where? |  |
| **Defensive driving?** | Yes - No | Who? Where? |  |
| **Maintenance?** | Yes - No | Who? Where? |  |
| **Motorcycle riding?** | Yes - No | Who? Where? |  |
| **Motorcycle maintenance?** | Yes - No | Who? Where? |  |
| **Transport planning?** | Yes - No | Who? Where? |  |
|  |  | **Total Out Of 11:** |  |

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| **6.5 Career/Turnover** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Is transport recognised as a career within this organisation?** | Yes - No |   |   |
| **What is the turnover rate per year for:** | **Evidence**  | **Comments** | **Score** |
| **Managers?** |   |   | N/A |
| **Supervisors?** |   |   | N/A |
| **Mechanics?** |   |   | N/A |
| **Drivers?** |   |   | N/A |
| **How many staff do you have (transport dept. only)?** |   | List: | N/A |
| **How are the drivers allocated to the vehicles?** |   |   | N/A |
| **Why do people leave?** |   |   | N/A |
| **What would make you more effective at your job?** |   |   | N/A |
|  |  | **Total Out Of 1:** |  |

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| **6.6 Commitment** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Do you have support in your job from:** |
| **Senior management?** | Yes - No |  |  |
| **Programme management?** | Yes - No |  |  |
| **Vehicle users?** | Yes - No |  |  |
| **Where 'no' how could this be changed?** |  |  | N/A |
|  |  | **Total Out Of 3:** |  |

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| **6.7 Reward** |  |  |  |
| **Element** | **Evidence** | **Comments** | **Score** |
| **Do you feel that you salary is appropriate for the role you carry out?** | Yes - No |  |  |
| **If not, by what percentage does it fall short?** |  | % | N/A |
| **Do you have any performance related pay?** | Yes - No |  |  |
| **Do you think performance related pay would be beneficial?** |  |  | N/A |
| **If yes, how do you think it should be structured?** |  |  | N/A |
| **Do you feel that your position/rank/status is compatible with your responsibilities?** | Yes - No |  |  |
|  |  | **Total Out Of 3:** |  |
| **Human Resources & Organisation Overall Score Out Of 32:** |  |
| **Percentage:** |  |
|  |
|  |
| **Study Completed By:** <enter name> |
| **Date:** <enter date> |