



2018 Fleet Management Compensation Survey

The objective of this survey is to measure the median salary for a Fleet Manager, Director, Supervisor, and Professional in 2018 and analyze the driving factors that contribute to earning a specific annual salary range. This report highlights these factors.

Executive Summary

About 200 Fleet professionals from North America participated in this survey effort. Of those surveyed, 52% of participants are Fleet Managers, 31% are Fleet Directors, 11% are Fleet Supervisors, and 6% are fleet professionals who are coordinators/advisors/analysts.

The survey sought to measure the median salary for fleet managers, directors, and supervisors in 2018, and analyze the driving forces that determine salaries. Compensation information for fleet professionals --a category that includes fleet administrators, assistants, coordinators, analysts, and advisers --was also included in the survey.

The largest proportion of fleet managers earned an annual base income between \$100K - \$120K, while the greatest proportion of fleet directors earned an annual base income between \$130K - \$150K. The largest proportion of fleet supervisors earned an annual base income between \$90K - \$100K.

The year 2018 appears to be a good one for many fleet professionals. In the survey, 65% of respondents reported receiving a pay raise and 34% of them saw no changes in their base annual salary compared to 2017. Of those who received a pay raise in 2018, 84% of them saw their base salary increased by 2 - 4%.

Compensation Package: Benefits & Incentives

Almost all fleet respondents received medical insurance, and a large percentage of them received dental, vision, and life insurance as part of their benefits. However, less than half of them received 401K and matching 401(K).

Only 35% of fleet respondents reported receiving performance-based monetary incentives as part of their compensation package for 2018.

The highest proportion of respondents who received monetary incentives was fleet directors. Compared to other industries, more than 65% of respondents working in utilities, route delivery, contracting, and cable received some form of performance-based monetary incentives.

Of those who received performance-based monetary incentives in their compensation package, most of them received an incentive-based compensation that equaled 1 - 5% of their annual base salary, regardless of job positions.

Education and Certification

The largest proportion of fleet managers, directors and professionals reported a bachelor's degree as their highest level of education attained.

Highest level of education attained has a noticeable impact on job positions. The largest proportion of fleet directors and fleet managers have a bachelor's degree, while the largest proportion of fleet supervisors have a high school diploma as their highest level of education.

A higher proportion of fleet directors have a master's degree compared to fleet managers and fleet supervisors.

Only 29% of respondents obtained a fleet certification such as APWA and CAFM. A higher proportion of fleet directors, managers, and supervisors with at least 10 years of experience have a fleet certificate compared to those who do not.

While fleet certifications did not have a noticeable impact on annual median salary, respondents' highest level of education attained did influence median salary.

Fleet respondents with a college degree/diploma (e.g. Bachelor's, Master's/MBA) reported earning a higher median salary range compared to those with an associate degree, trade school, or high school diploma, regardless of job positions.

Roles and Responsibilities

More than half of fleet respondents manage fewer than 25 staff including drivers, mechanics, and administrative support staff. A higher proportion of fleet directors managed more than 500 staff compared to fleet managers and supervisors, and a higher proportion of fleet supervisors managed fewer than 25 people compared to other job positions.

The largest proportion of fleet respondents managed either 1,001 – 2,500 vehicles and units or less than 500 vehicles and units. The amount of fleet size was related to job position with a higher proportion of fleet directors managing a fleet size of more than 10,000 vehicles and units compared to fleet managers and supervisors.

As expected, the annual median salary of respondents generally increased with the number of vehicles managed.

The majority of fleet respondents were responsible for developing policies, procedures, and practices, sourcing and negotiating with vendors, and scheduling PM. Other than developing an annual budget, job positions had little impact on the proportion of responsibilities fleet respondents have in addition to fleet management.

The proportion of responsibilities fleet respondents have in addition to fleet management had little impact on annual median salary.

Workplace quality

In the survey, 76% of fleet directors, managers, supervisors, and professionals reported being satisfied or very satisfied with their job.

Workplace culture had the most impact on overall job satisfaction compared to other factors. The majority of respondents felt that better work-life balance and improved relationship and support from upper management would greatly improve overall job satisfaction.

Comparison and Breakdown of Income

In this report are income breakdown according to job positions (e.g. director, manager, & supervisor) across the following categories:

- Performance-based monetary incentives
- Benefits and leave options
- Industry (e.g. Federal, City, Utility, Delivery, State, Private, etc.)
- Region (e.g. Western, Southern, Midwestern, and Eastern areas)
- Education & certification
- Roles & responsibilities
- Number of states fleet operate in
- Number of fleet operations
- Years of experience
- Vehicles & people managed
- Job satisfactions and reasons
- Demographics

Want specific information and do not see it in this report? Want us to drill down to your specific industry, job position, or other variables? Have a question? Reach out to us at mchen@fleetanswers.com

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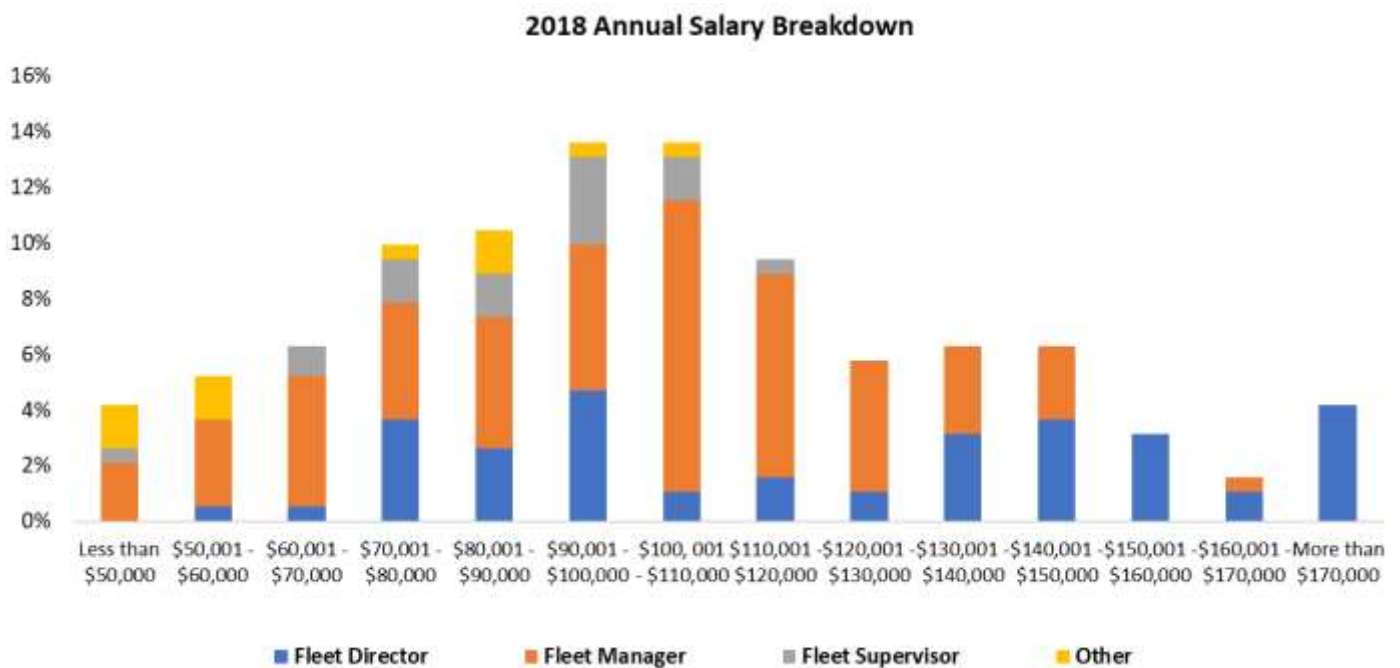
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2018 Annual Salary

Overall, the largest proportion of fleet managers earned an annual *base income* between \$100K and \$120K, and the largest proportion of fleet directors¹ earned an income between \$130K and \$150K.

The largest proportion of fleet supervisors earned an income between \$90K - \$100K, and the largest proportion of fleet professionals (e.g. analysts, assistants, coordinators) make less than \$60K.



Median Annual Salary: Base Income

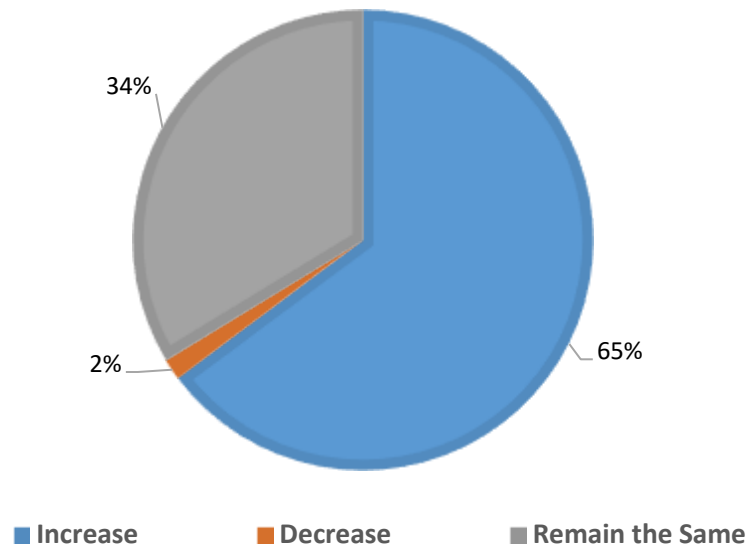
	Fleet Supervisor	Fleet Manager	Fleet Director
Range	\$90K - \$100K	\$100K - \$110K	\$120K - \$130K

¹ Participants included in the fleet director category includes vice presidents, associate/assistant directors, and national/principal/chief management level. Participants included in the fleet manager category includes shop managers, administrators, superintendents. Participants included in the fleet supervisor category includes crew/work leader, shop foreman, and lead mechanics.

Annual Base Salary: Comparing 2018 to 2017

When asked about the salary difference between 2018 and 2017, 65% of fleet directors, managers, and supervisors received an increase in base annual salary in 2018, while 34% of them saw no change in their base annual salary compared to 2017.

Regardless of job positions, more than half of all fleet directors (65%), managers (70%) and supervisors (73%) received a pay increase in their base salary in 2018.

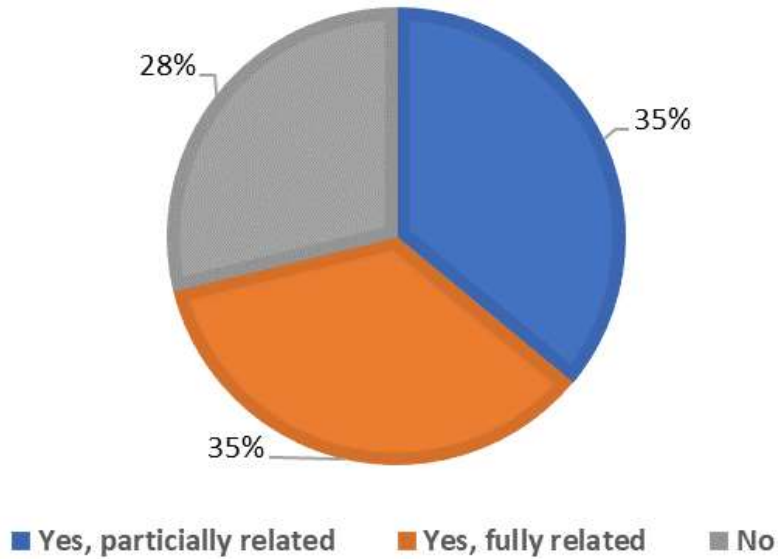


Except for fleet respondents working for the state, more than 50% of fleet respondents working for the city (72%), county (58%), and utility² (75%) companies received an increase in their base annual salary in 2018.

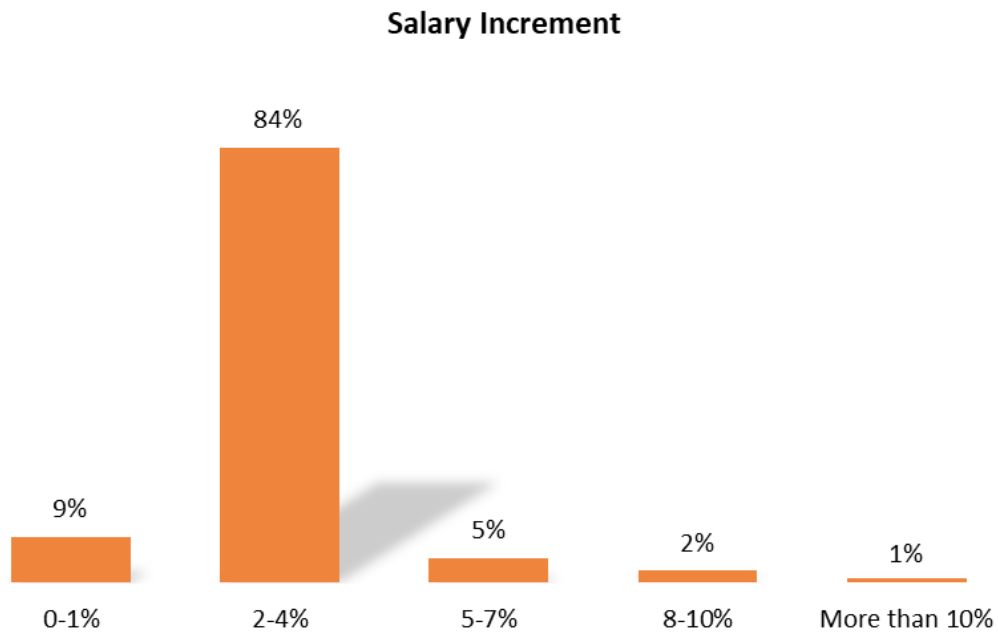
On the other hand, 62% of fleet respondents working for the state saw no change in their base annual salary from 2017 to 2018.

² Utility category includes gas, electric, water, or a combination.

Of the fleet survey respondents who received a pay increase in 2018, 70% of them indicated it was either fully related or partially related to cost-of-living adjustments.



Of those who said that their salary increased in 2018, 84% of them said it increased by 2-4%, followed by 9% of them who said their salary increased by 1%.



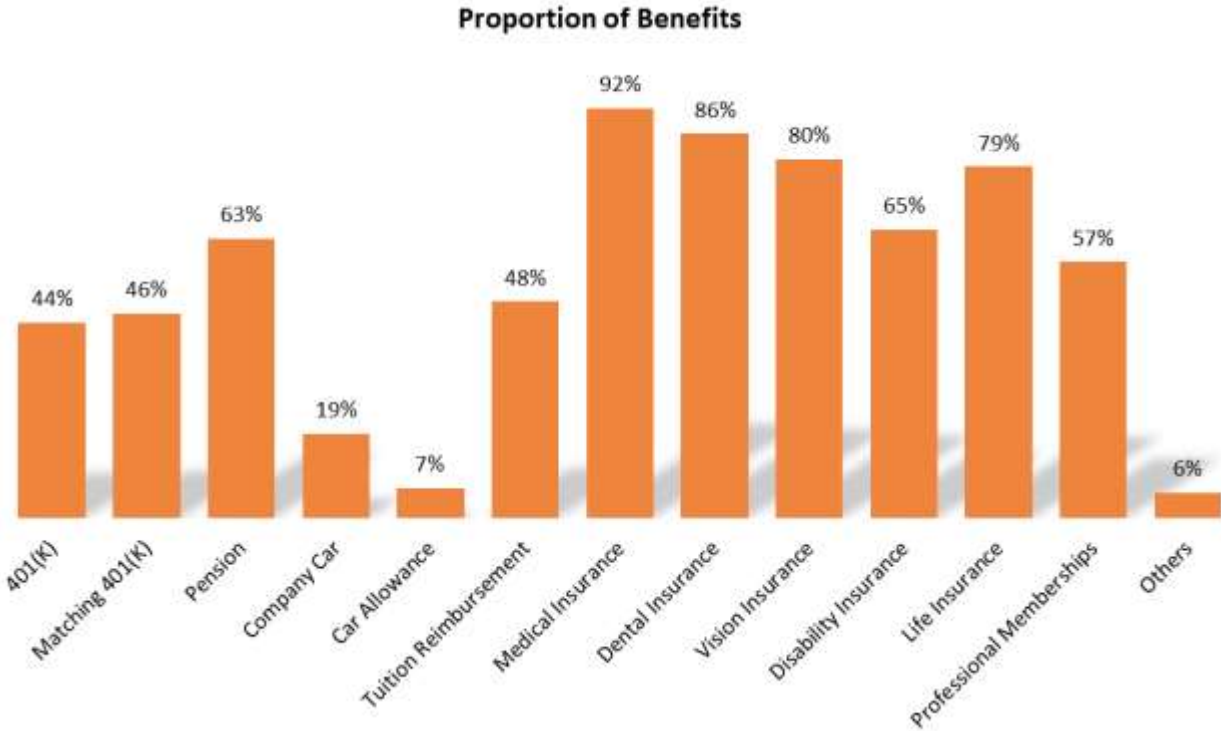
Compensation Package: Benefits³ & Incentives

The following section highlights benefits included in fleet respondents' compensation package in 2018 as well as performance-based monetary incentives.

Benefits in Compensation Package

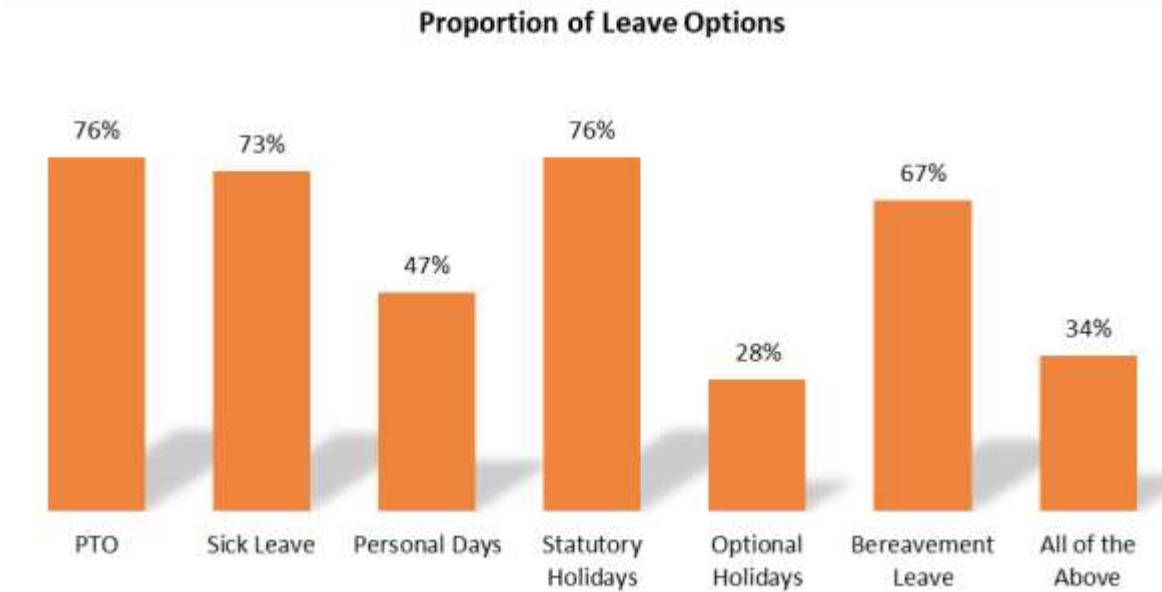
Fleet directors, managers, supervisors, and professionals reported that they received benefits in addition to their base annual salary. Almost all fleet respondents received medical insurance in their compensation package, followed by dental insurance and vision insurance.

Close to 2% of respondents reported that they did not receive any types of benefits, although these respondents received leave options as part of their compensation package.



³ Benefits received in addition to an annual base salary

The majority of fleet directors, managers, supervisors, and professionals reported receiving paid time off, statutory holidays, and sick leave as part of their leave options. Only 34% of fleet respondents received all types of leave options.

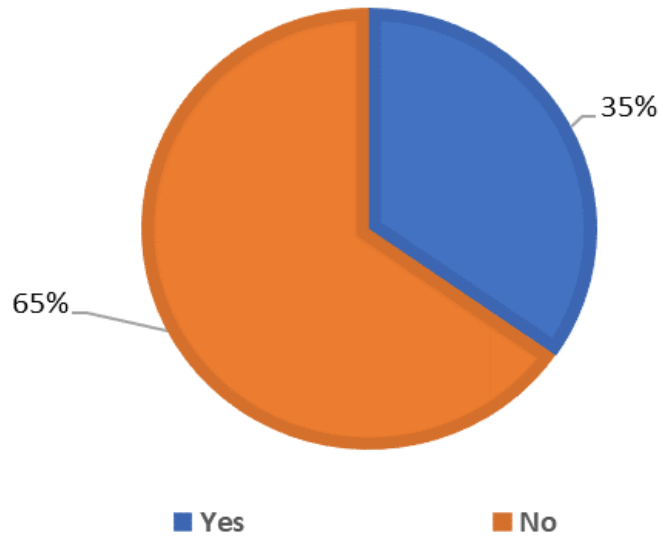


Performance-Based Monetary Incentives⁴

Regardless of job positions, more than half of all fleet directors, managers, supervisors, and professionals do *not* receive performance-based monetary incentives (e.g. bonuses, commissions) as part of their 2018 compensation package.

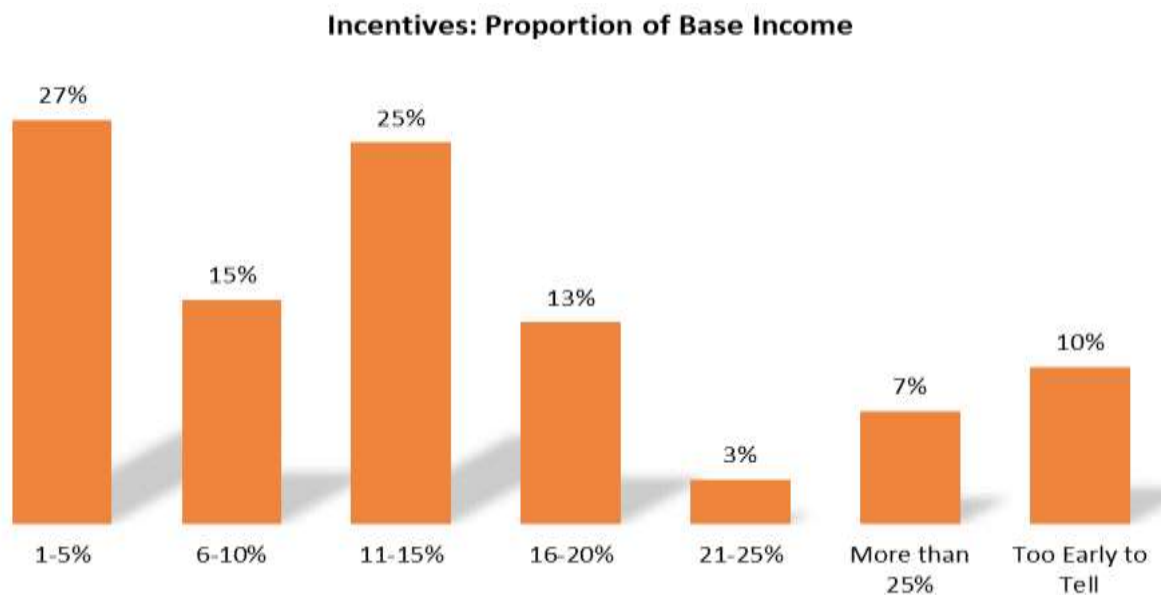
Only 35% of fleet respondents reported receiving monetary incentives as part of their package for 2018.

⁴ Incentives received in addition to an annual salary



The highest proportion of fleet respondents who received monetary incentives are fleet directors. Compared to other industries, more than 65% of fleet respondents working in utilities, route delivery, contracting, and cable received some form of performance-based monetary incentives.

Of those who received performance-based monetary incentives in their compensation package, most of them received an incentive-based compensation that equaled 1 – 5% of their annual base salary, regardless of job positions.

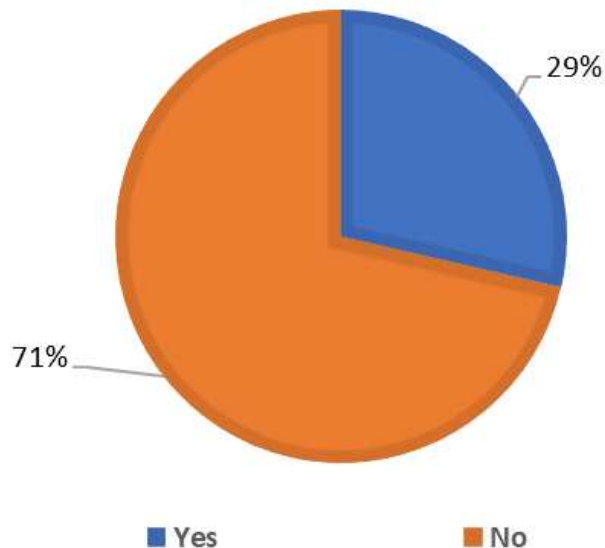


Education & Fleet Certifications

The following section highlights the impact of education and fleet certifications on median annual salary range.

Fleet Certifications

According to the survey, 29% of fleet directors, managers, and supervisors have fleet certification (such as APWA and CAFM) whereas 71% of them have *not* obtained fleet certification. Fleet certification has little to no clear impact on annual median salary range.

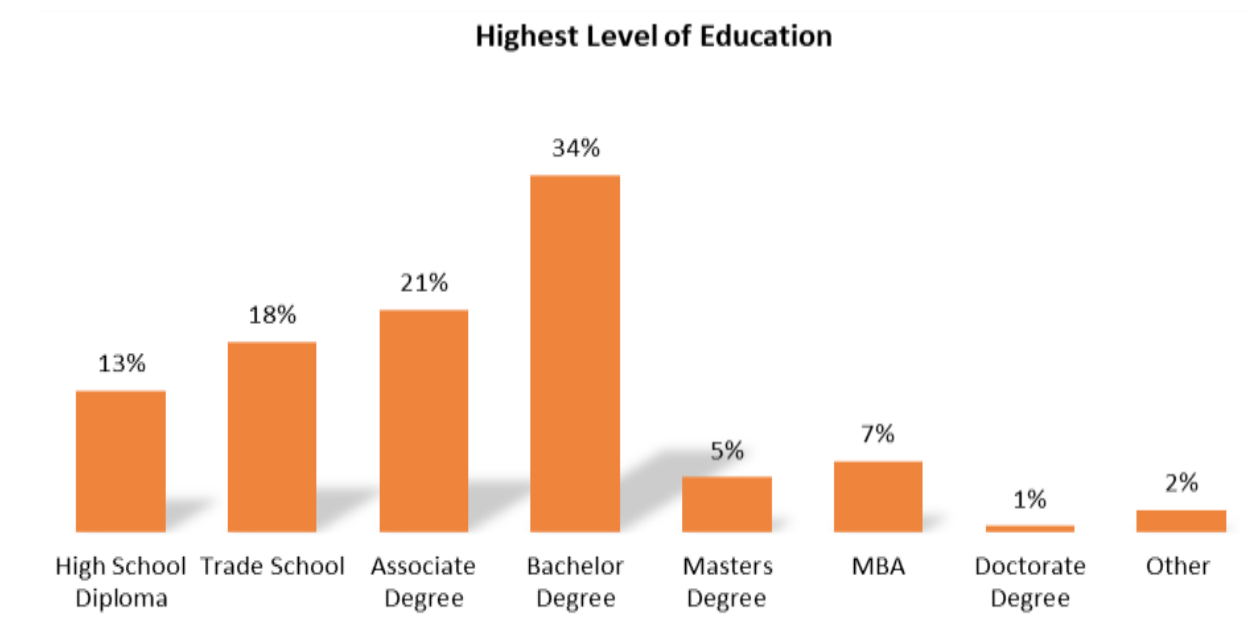


Of those who have obtained a fleet certification, an overwhelming majority of them work in city fleets.

Fleet experience appears to have an impact on certification. A higher proportion of fleet directors, managers, and supervisors with at least 10 years of experience have a fleet certificate compared to those who do not.

Education⁵

The largest proportion of fleet directors, managers, supervisors, and professionals have a Bachelor's Degree, followed by an Associate's Degree, as the highest level of education attained.



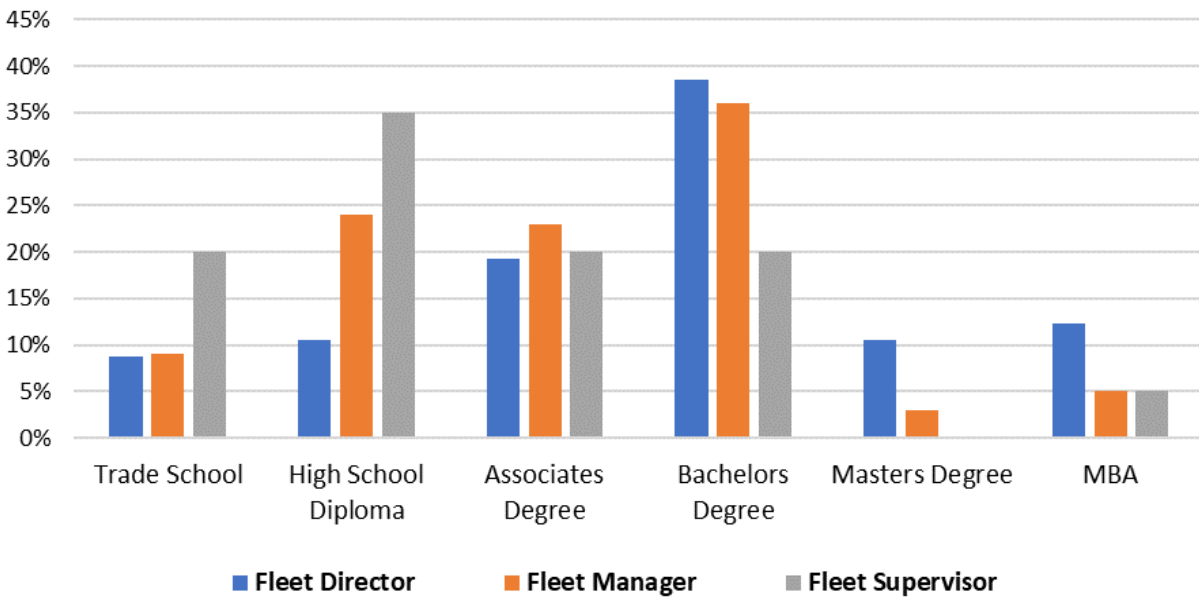
The largest proportion of fleet directors (39%) and fleet managers (36%) have a Bachelor's Degree, while the largest proportion of fleet supervisors (35%) reported having a high school diploma as their highest level of education.

A higher proportion of fleet director reported having a Master's Degree and MBA compared to fleet managers and fleet supervisors.

Similarly, a higher proportion of fleet supervisors reported obtaining a trade school certificate as their highest level of education compared to fleet directors and managers.

⁵ People who selected "some college" or "some university" as their highest education obtained was recoded as high school diploma. A few 'other' responses were recoded as Bachelor's Degree or High School Diploma based on their responses. Fleet respondents who selected 'others' as their highest education reported that they received business or technical certificates.

Proportion of Highest Level of Education



Fleet respondents reported earning different levels of income based on qualifications.

Fleet respondents with a college degree/diploma (e.g. Bachelor’s, Master’s/MBA) reported earning a higher median salary range compared to those who with an Associate degree, trade school or high school diploma, regardless of job position.

Fleet directors with a college degree (including Master’s degree) reported earning the highest median income range of \$130K - \$140K compared to those with other types of education experience.

Fleet managers with a Master’s degree reported earning the highest median income of \$120K - \$130K compared to those with other types of education experience.

Similarly, fleet supervisors with a Master’s degree reported earning the highest median income of 100K – 110K.

Median Annual Salary Range: By Highest Level of Education Attained

	Fleet Director	Fleet Manager	Fleet Supervisor
Trade School	\$70K - \$80K	\$90K - \$100K	\$70K - \$80K
High School	\$80K - \$90K	\$80K - \$90K	\$80K - \$90K
Associate Degree	\$130K - \$140K	\$90K - \$100K	\$90K - \$100K
Bachelor's Degree	\$130K - \$140K	\$100K - \$110K	\$95K - \$105K
Master's Degree	\$130K - \$140K	\$120K - \$130K	---
MBA Degree	\$110K - \$120K	\$110K - \$120K	\$100K - \$110K

Fleet Locations & Operations

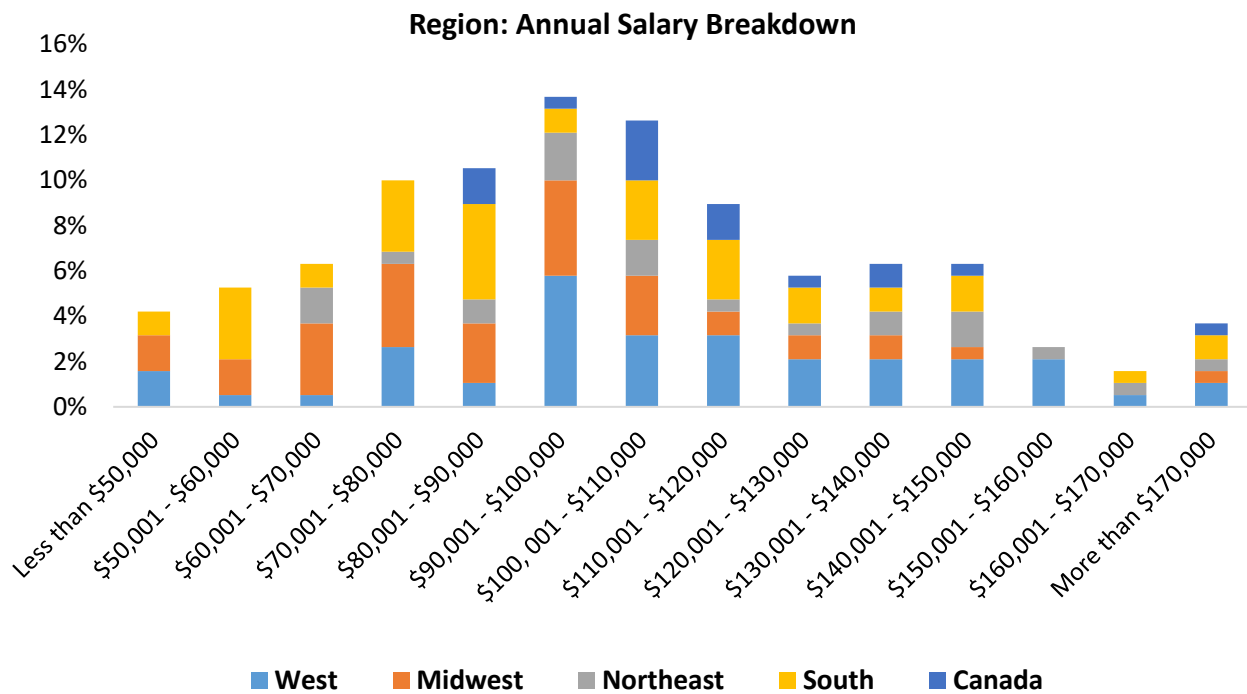
The following section highlights the impact of respondents' geographical region and operational locations on median annual salary range.

Region

Fleet directors, managers, supervisors, and professionals located in the western region earn the highest salaries, followed by those in the northeastern region, compared to other regions in North America.

Median Annual Salary Range: By Region⁶

	Fleet Director	Fleet Manager	Fleet Supervisor
Western Region	\$145K - \$155K	\$105K - \$115K	\$90K - \$100K
Midwest Region	\$90K - \$100K	\$80K - \$90K	\$80K - \$90K
Northeast Region	\$140K - \$150K	\$100K - \$110K	\$80K - \$90K
Southern Region	\$90K - \$100K	\$90K - \$100K	\$80K - \$90K
Canadian Region	\$140 - \$150K	\$100K - \$110K	--

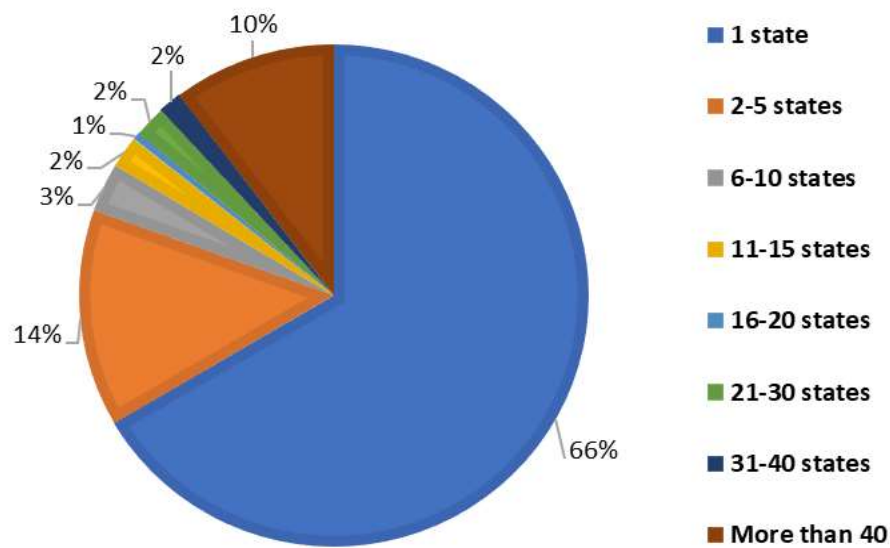


⁶ Each state was categorized into four regions based on geographical locations. The west region includes pacific and mountain states. Midwest region includes states in west north central and east north central. The northeast region includes middle Atlantic, New England, Delaware, Maryland and DC. The south region includes west south central, east south central, and south Atlantic states.

Number of States Fleet Operate in

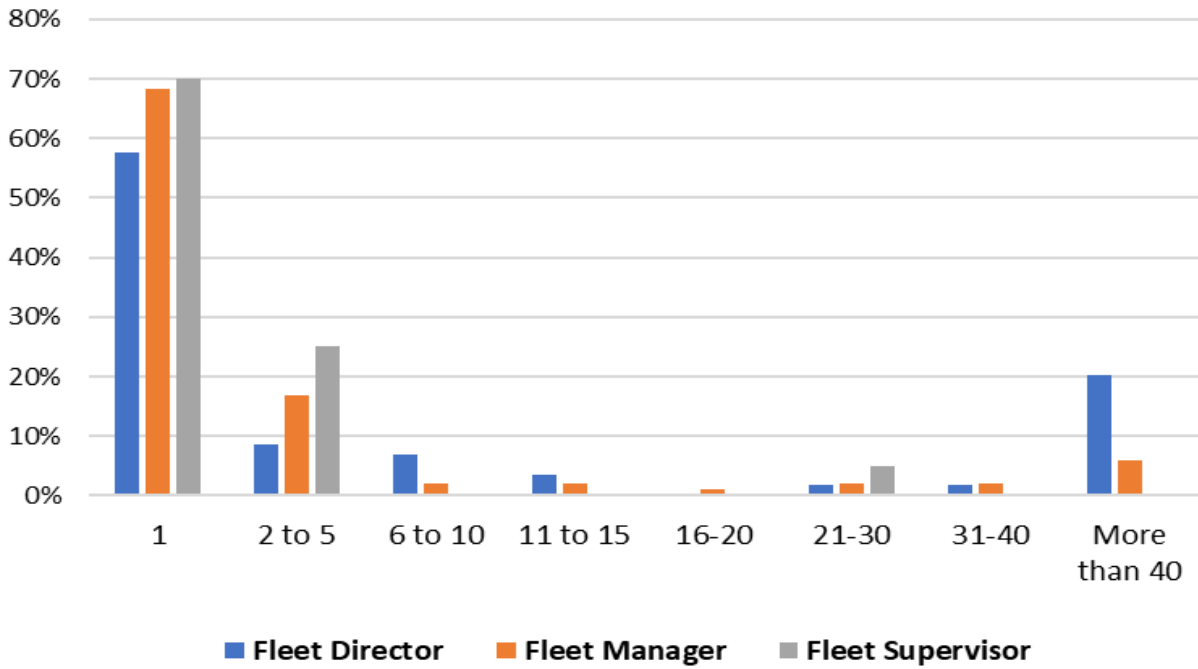
The majority of fleet directors, managers, supervisors, and professionals manage fleets that operate in 1 state. Of the respondents, 15% reported operating fleets in 2 – 5 states, and only 10% of fleet respondents operate fleet in more than 40 states.

The distribution of states that fleets operated in was related to their job position, with a higher proportion of fleet directors (20%) managing fleets that operate in 40 or more states compared to fleet managers (6%) and supervisors (0%).



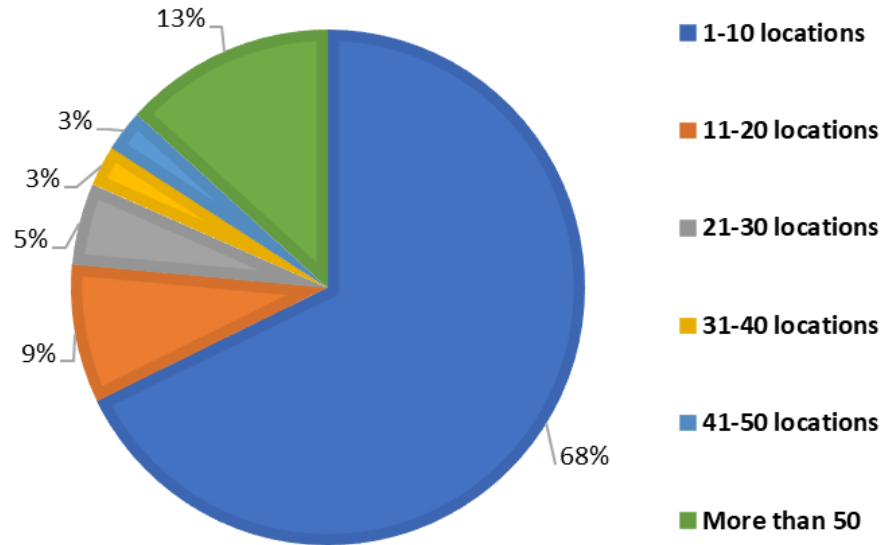
A large number, 85% and 95% of fleet managers and fleet supervisors respectively, manage fleets that operate in less than 5 states.

Proportion of States Fleets Operate In



Number of Operational Locations

Most fleet directors, managers, and supervisors manage fleets that operate in 1 – 10 locations, followed by fleets that operate in more than 50 locations. Less than 10% of fleets operate in 11 – 20 locations.



Similarly, the distribution of locations that fleets operated in was related to their job positions.

A higher proportion of fleet directors (22%) manage fleets with more than 50 operational locations compared to other job positions. The report showed that 70% of fleet supervisors manage fleets with less than 10 locations compared to 67% of fleet managers and 63% of fleet directors.

Median Annual Salary Range: By Number of Operating Locations

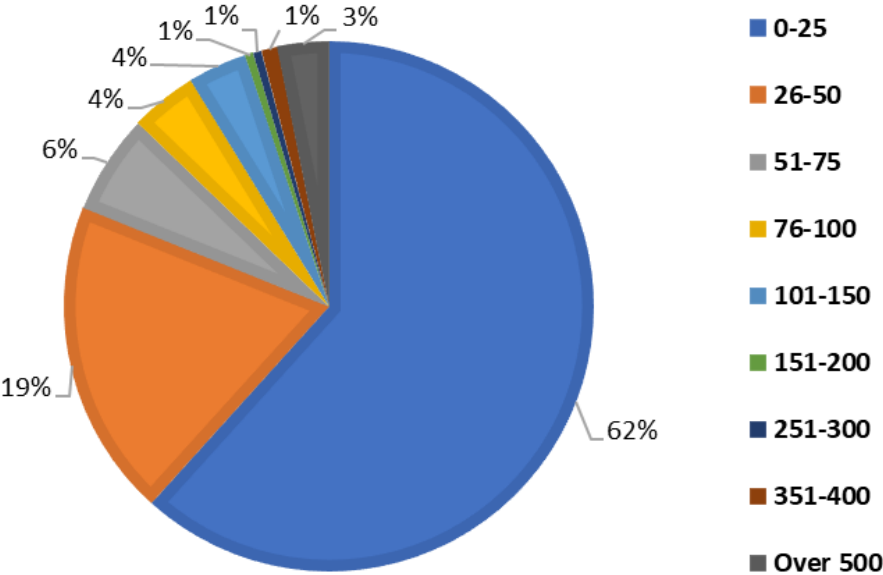
	Fleet Director	Fleet Manager	Fleet Supervisor
1 – 10 locations	\$90K - \$100K	\$90K - \$100K	\$80K - \$90K
11 – 30 locations	\$125K - \$135K	\$105K - \$115K	\$90K - \$100K
More than 31 locations	\$150K - \$160K	\$100K - \$110K	\$100K - \$110K

Management Responsibilities

The following section highlights the impact of different facets of management responsibilities on median annual salary range.

Number of People Managed

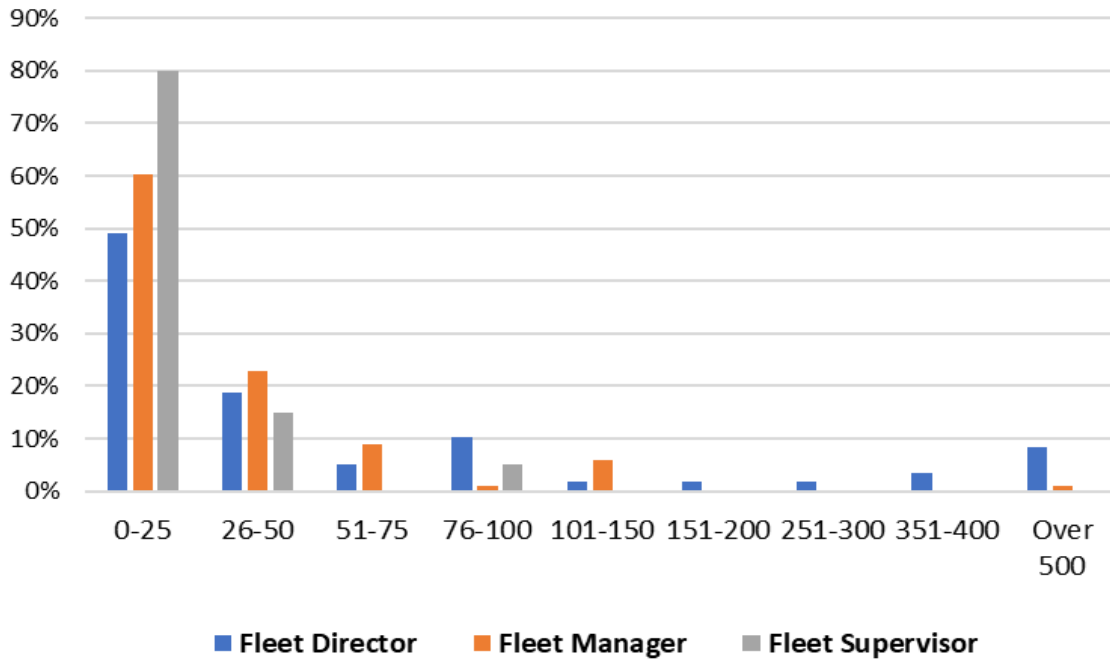
More than half of the fleet respondents manage fewer than 25 staff (e.g. drivers, mechanics, administrative support).



As expected, the distribution of number of people managed is related to job position.

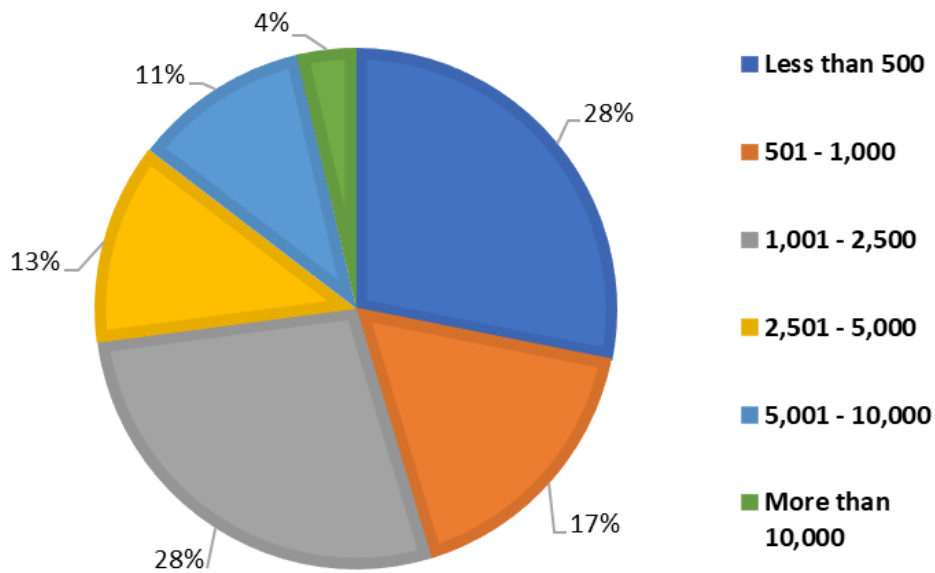
A higher proportion of fleet directors (8%) managed more than 500 staff compared to fleet managers (1%) and supervisors (0%), and a higher proportion of fleet supervisors (80%) managed fewer than 25 people compared to other job positions.

Proportion of People Managed

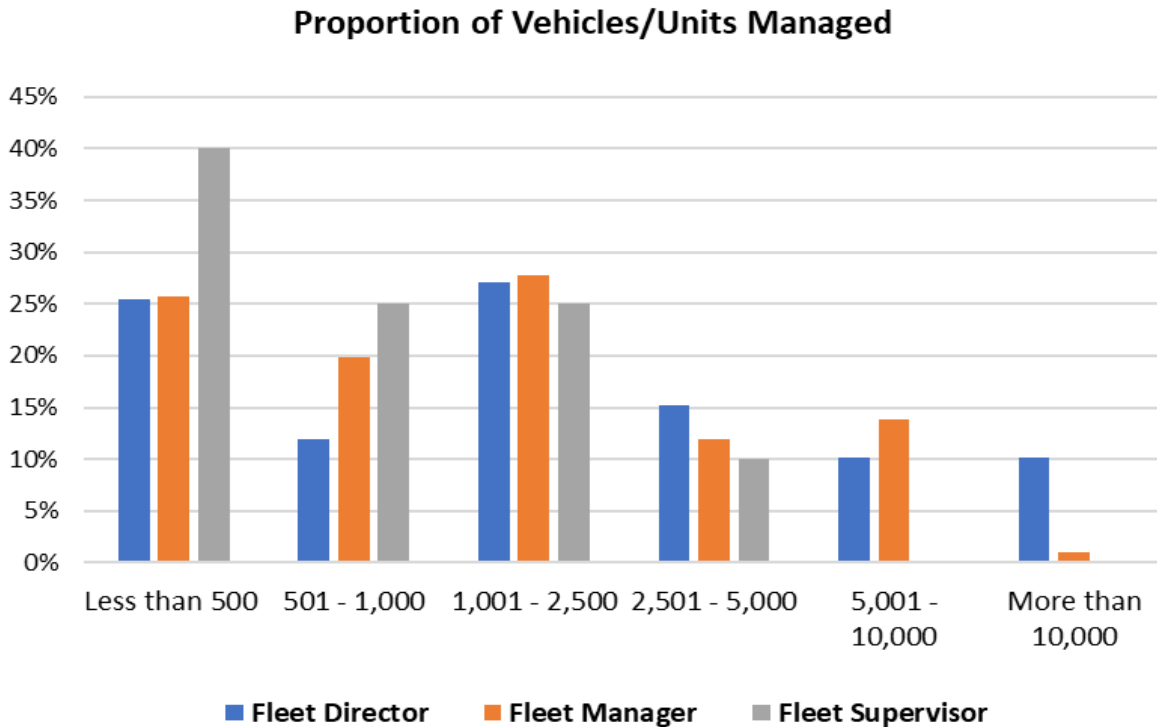


Number of Vehicles or Units Managed

The largest proportion of fleet directors, managers, and supervisors managed less than 500 vehicles and units (28%), and 1,001 - 2,500 vehicles and units (28%).



Similar to the distribution of number of people managed, the distribution of fleet size was related to job position.



A higher proportion of fleet directors (10%) managed a fleet size of more than 10,000 vehicles and units compared to fleet managers (1%) and supervisors (0%). A higher proportion of fleet supervisors (40%) managed a fleet size of less than 500 vehicles and units compared to other job positions.

Annual median salary range of fleet directors, managers, and supervisors generally increases with the number of vehicles managed.

Fleet directors, managers, and supervisors who manage a fleet size of less than 500 vehicles and units earn a salary range of \$90K – 100K, \$85K - \$95K, and \$70K - \$80K respectively.

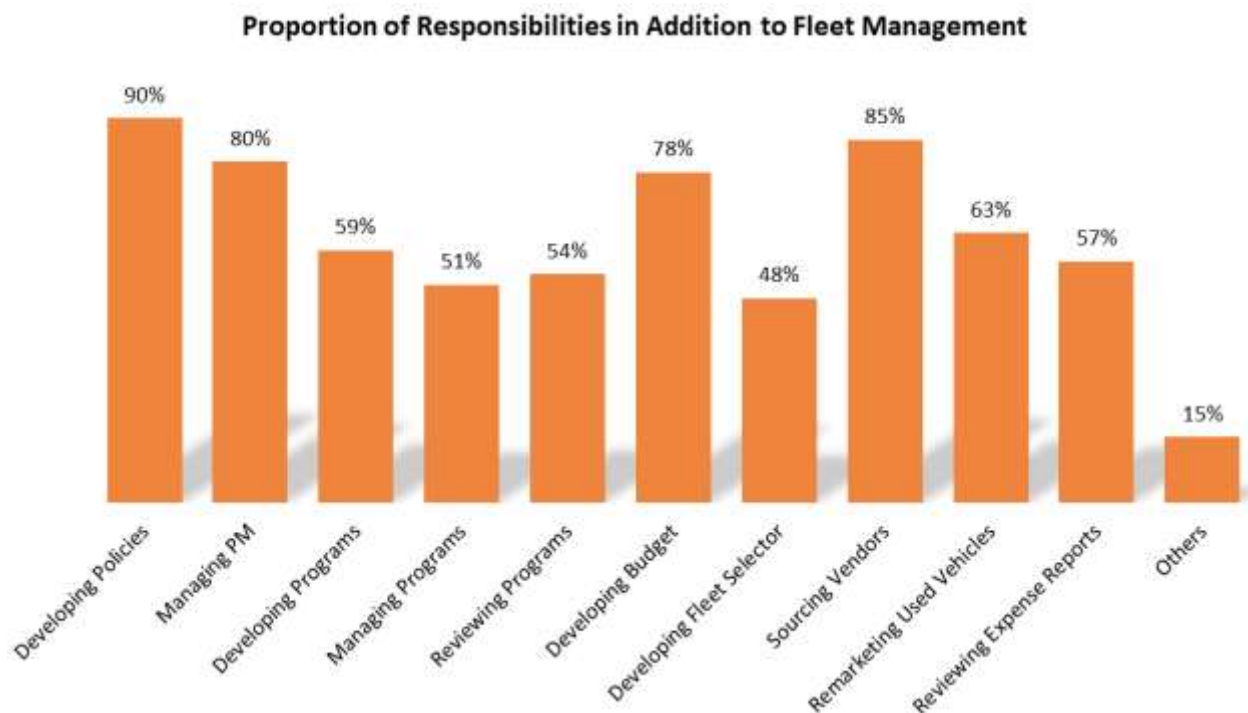
Fleet directors, managers, and supervisors who manage a fleet size of 1,000 – 2,500 vehicles and units earn an annual salary range of \$115K - \$125K, \$100K - \$110K, and \$90K - \$100K respectively.

Median Annual Salary Range: By Number of Vehicles Managed

No. of Vehicles/Units	Fleet Director	Fleet Manager	Fleet Supervisor
Less than 500	\$90K - \$100K	\$85K - \$95K	\$70K - \$80K
501 - 1,000	\$90K - \$100K	\$90K - \$100K	\$80K - \$90K
1,001 - 2,500	\$115K - \$125K	\$100K - \$110K	\$90K - \$100K
2,501 - 5,000	\$140K - \$150K	\$105K - \$115K	\$100K - \$110K
5,001 - 10,000	More than 170K	\$105K - \$115K	---
More than 10,000	\$140K - \$150K	\$110K - \$120K	---

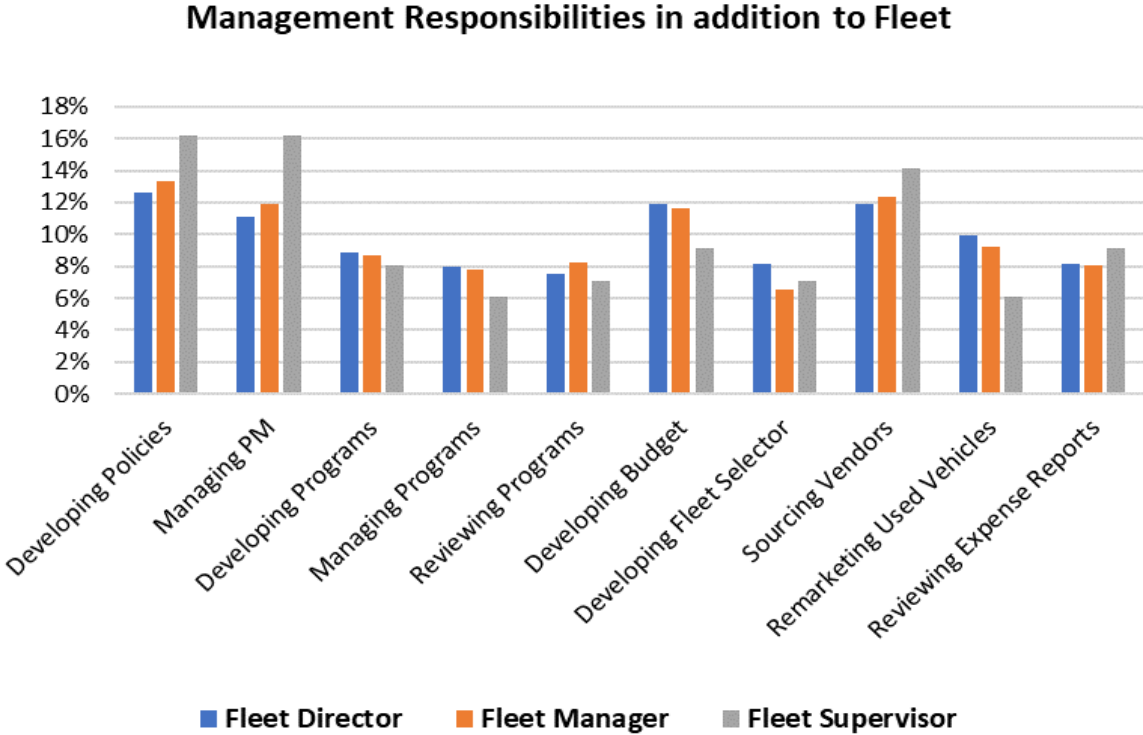
Additional Responsibilities Beyond Fleet Management

The majority of fleet respondents were responsible for developing policies, procedures and practices (90%), sourcing and negotiating with vendors (85%), and scheduling PM (80%).



Except for developing an annual budget, job positions had little impact on the proportion of responsibilities fleet respondents have in addition to fleet management.

Similarly, the proportion of responsibilities had little impact on annual median salary range.



Only 15% of fleet respondents had ‘other’ management responsibilities in addition to fleet management. They reported being responsible for EV charging station infrastructure, communication strategies, safety coordination, procurement and contract management, different types of reporting and other administrative management.

Organizations & Departments Other than Fleet

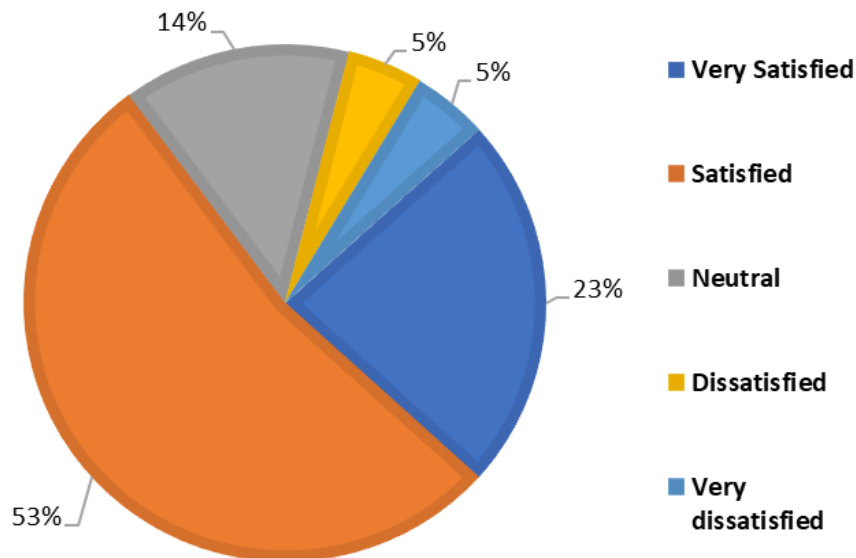
Only 29% of fleet directors, managers, and supervisors have management responsibility for organizations and departments other than fleet. With the exception of fleet supervisors, the additional responsibility of managing non-fleet departments and organizations had little impact on annual median salary range.

Workplace Quality

The following section highlights the reasons that contribute to job satisfaction, types and availability of career development and training programs, and changes that would improve job satisfaction.

Job Satisfaction

A majority (76%) of fleet directors, managers, supervisors, and professionals reported being satisfied or very satisfied with their job. Only 10% of respondents reported being dissatisfied with their job.



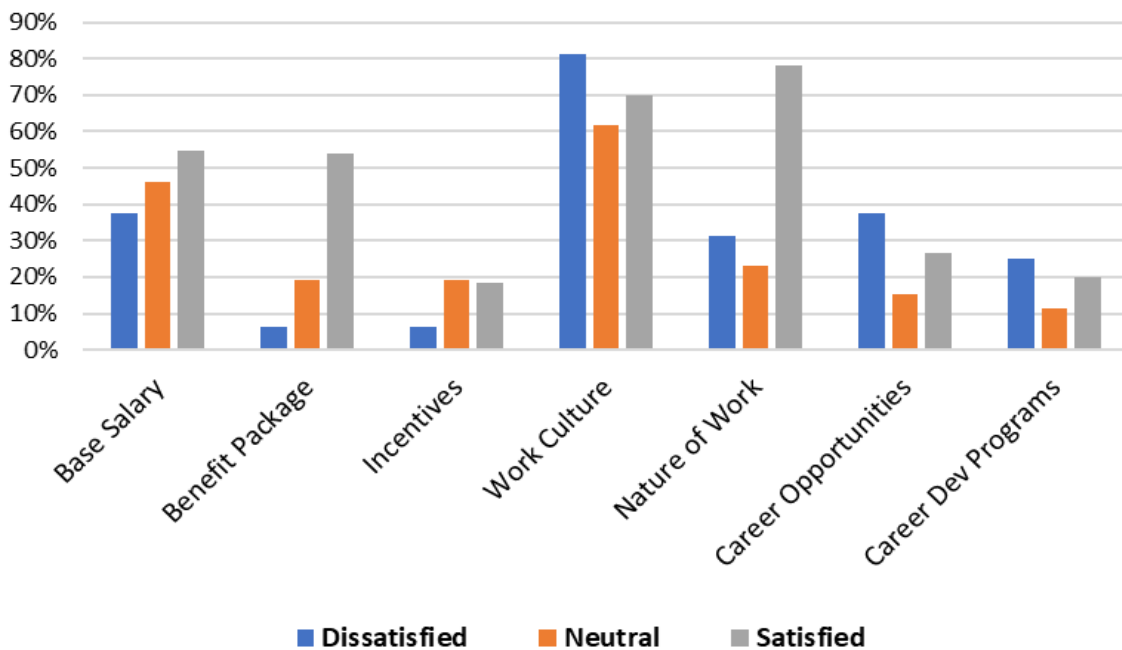
Job Dissatisfaction: Top 3 reasons

- Negative work culture (81%)
- Lack of career opportunities (38%)
- Base salary (38%)

Job Satisfaction: Top 3 reasons

- Nature of Work (78%)
- Positive work culture (70%)
- Base salary (55%)

Reasons for Job Satisfaction



Work culture had the most impact on overall job satisfaction compared to other reasons.

Of those who were dissatisfied with their job, 81% of reported their work environment as a source of dissatisfaction while 70% of fleet respondents who were satisfied with their job attributed their sense of satisfaction to their work environment. Those who felt neutral to their job (62%) also attributed their feelings of indifference to their work environment.

Fleet respondents who were satisfied with their job overwhelming reported enjoying the nature of work (78%) that they do. They found their job responsibilities to be challenging and fulfilling.

Career Development & Leadership Programs

Only 17% of fleet directors, managers, supervisors, and professionals reported working for companies that provided career development, training, or leadership courses.

Some of these courses include leadership and management training, skills training, safety training, and project management. In addition to courses and programs, a small number of respondents reported receiving financial support for workplace training, accreditation, higher education, and fleet conferences or seminars.

Fleet respondents were asked to list types of career development courses they wished were being provided by their company.

According to the word cloud⁷, which is a visual representation of words with the highest frequency, fleet leadership development courses and programs are what many fleet respondents wished their company provided.

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The more times a specific word appears in the open-ended answers, the bigger and bolder it will appear in the word cloud.



The types of programs and courses fleet respondents wished were provided by their companies fell into several categories⁸:

- Skill trainings

Fleet respondents reported wanting training to keep up with technological changes, technical, and software skills, as well as financial support for professional fleet certifications.

- Fleet management training & mentorship

Fleet respondents reported wanting continuing education related to fleet management, coaching related to fleet management, and peer mentorship. Several respondents also wanted fleet training programs that would lead to career advancement opportunities.

- General management training

Fleet respondents wanted leadership development programs that would enhance individual leadership and management skills. They also wished for tuition support for MBA courses and specific management courses (e.g. project management, budgeting).

⁸ Content analysis was used to categorize the fleet respondents' open-ended answers into themes/categories to provide more details than the word cloud.

- Workplace training

Fleet respondents wanted training related to shifting demographics such as managing team dynamics with millennial work force, minorities, and across different organizations.

- Mechanics & technician training

Fleet respondents wanted more tailored training programs for shop mechanics and technicians to keep them updated on new technology and developments.

Workplace Vision Board

Fleet respondents were asked what they would change about their current job experience to increase overall job satisfaction.

According to the word cloud, which is a visual representation of words with the highest frequency, most respondents indicated that an improvement in work-life balance would lead to higher job satisfaction.



The types of changes fleet respondents would make so that their current job experience could be more satisfactory fell into several categories⁹:

- Work life balance

Most fleet respondents wanted to be able to use their paid-time-off and to be able to spend more time with their family.

- Management support & dynamics

Most fleet respondents wanted management team to be able to adapt to changes, increase open communication, have fewer red tape issues and internal politics, and provide support in the form of increased staff, investment in software, and better facilities.

- Career development & advancement opportunities

Fleet respondents wanted networking opportunities, leadership development, skills training, and more opportunities for career advancement.

- Team dynamics

Fleet respondents wanted open communication and respect for one another within the team, and fewer conflicts.

- Proper compensation & recognition

Fleet respondents wanted a pay raise or a job promotion for taking on more responsibilities, performance-based incentives, and to partake in decision making.

Interestingly, only a handful of respondents felt that they would be more satisfied with their job if they had a higher salary. Instead, most respondents felt that better work-life balance where they could find time to use their PTO and have family time without disruption during their time off would greatly improve their job satisfaction.

Others wanted better work distribution, so that they don't feel overloaded. In addition, many respondents felt that improved dynamics and support from the management team would greatly improve their overall job satisfaction. They listed more interaction, leadership, respect, and fewer red tape issues as some of the ways upper management can improve work culture.

⁹ Content analysis was used to categorize the fleet respondents' open-ended answers into themes/categories to provide more details than the word cloud.

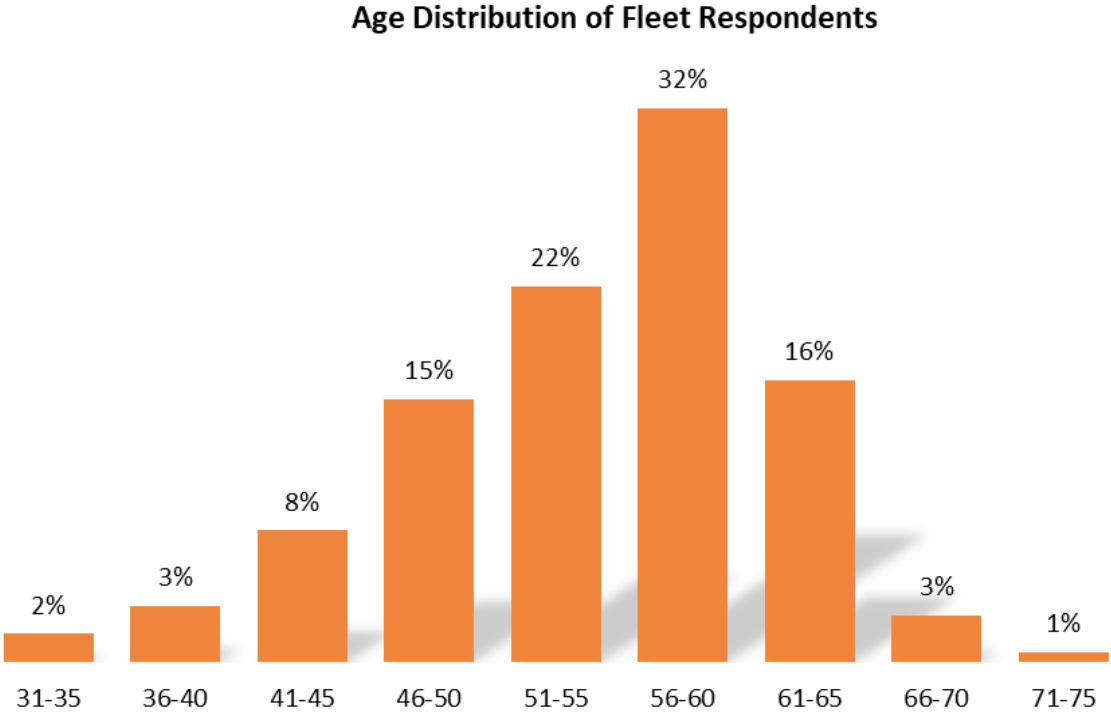
Characteristics of Respondents

The following section highlights the impact of age, industry, years of fleet experience, and age on median annual salary.

Age

Regardless of gender, the largest proportion of fleet directors, managers, supervisors, and professionals are between the ages of 56 and 60 years.

They reported a median annual income range of \$100K - \$110K. Nearly 85% of respondents are between ages of 46 and 65 year.



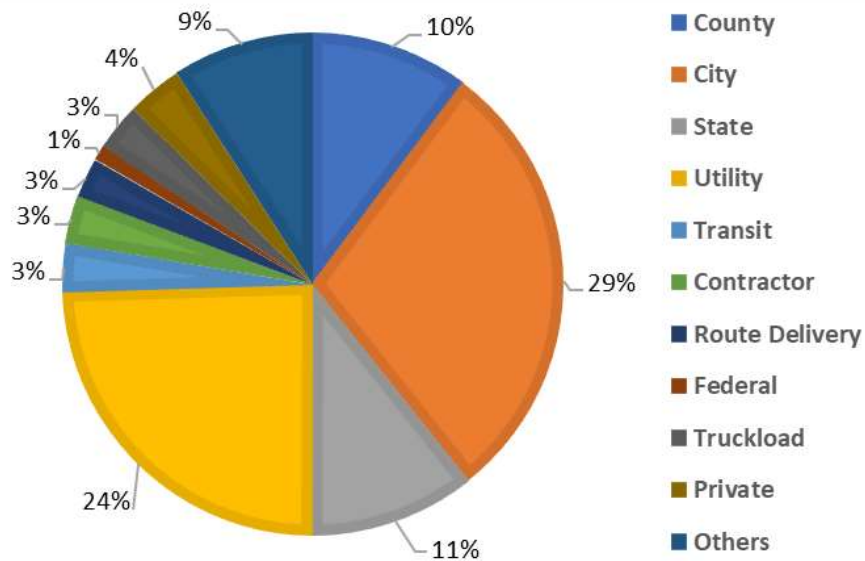
Age of fleet professionals affects income distribution. The distribution of median salary range is similar across different age groups.

The largest proportion of fleet directors, managers, and superiors between the ages of 46 – 60 earned an annual salary range of \$90K – \$100K. The largest proportion of older fleet professionals between the ages of 61 – 65 earned an annual salary range of \$100K – \$110K.

Industry

29% of respondents are city fleet professionals, while utility¹⁰ fleet professionals account for 24% of respondents.

Fleet respondents working in the utility sector earned the highest median annual salary compared to those working for the city, state, or county.



Median Annual Salary Range: By Main Industries

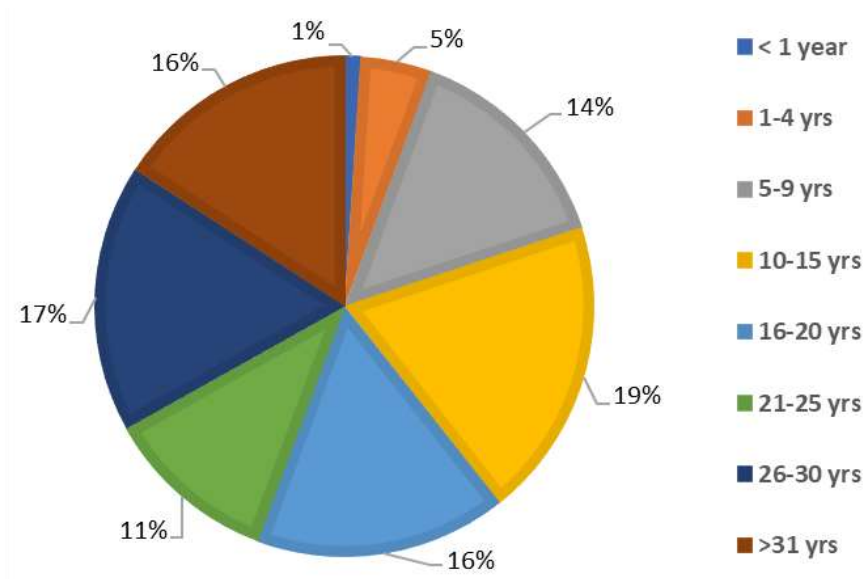
County	City	State	Utility
90K – 100K	90K – 100K	80K – 90K	110K – 120K

¹⁰ The utility category includes gas, electric, water, or combination. The truckload category includes LTL, parcel carriers, and full truckload carriers. The ‘others’ category includes telecom, cable, refuse, lease, international, university, school buses, and fire department.

Years of Fleet Experience

A majority (80%) of fleet directors, managers, supervisors, and professionals have more than 10 years of fleet management experience. The largest proportion of fleet survey respondents have between 10 – 15 years.

A majority of female fleet respondents have 5 -15 years of fleet experiences, whereas a majority of male fleet respondents have 10-20 years of experience and 26-30 years of fleet experiences.



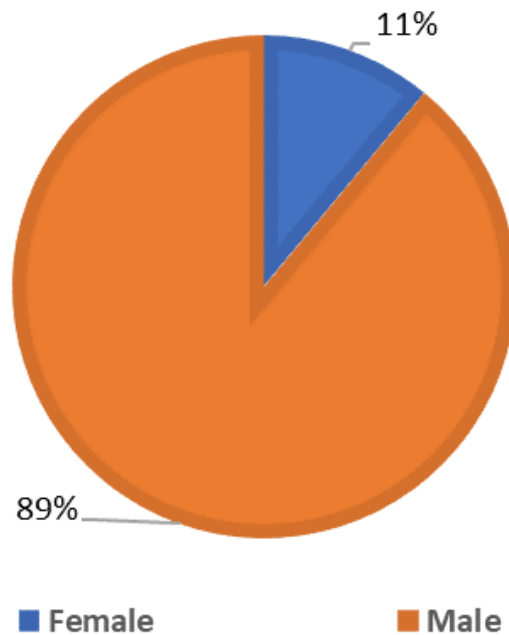
Fleet Directors who have more than 30 years of experience have the highest median annual salary range from 140K - 150K.

Fleet managers who have more than 26 years of experience have the highest median annual salary range of 110K - 120K.

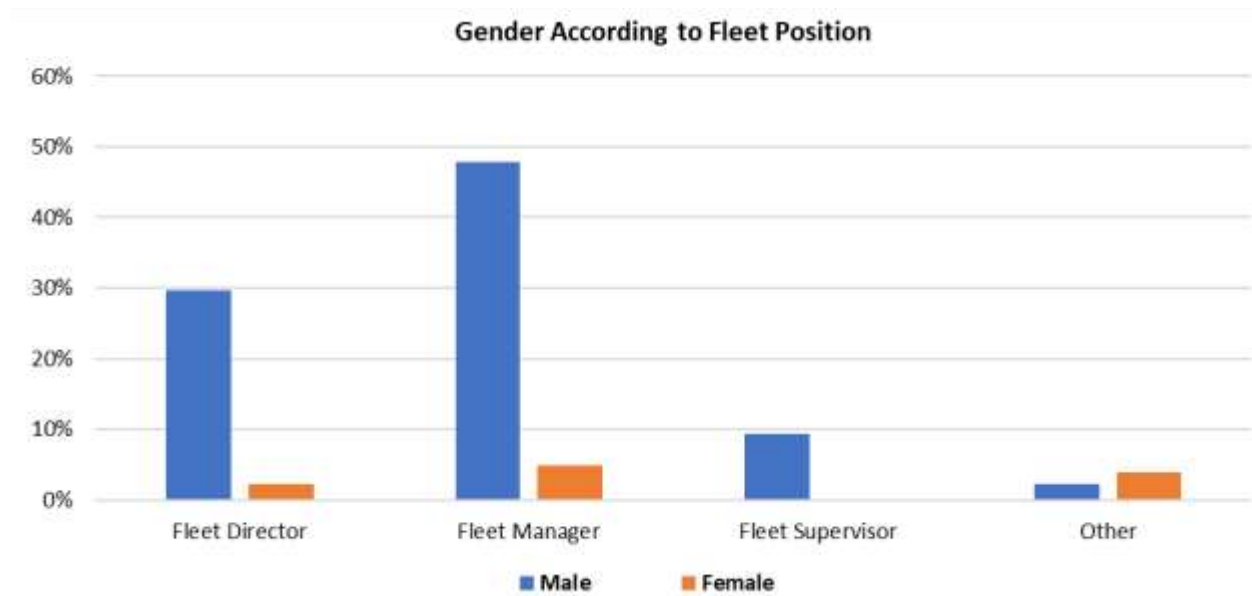
Fleet supervisors with 26 to 30 years make an annual salary range of 90K - 100K.

Gender

Just 11% of fleet managers, directors, supervisors, and professionals are female, while 89% are male.



At 2%, job positions at the fleet director level had the lowest representation of women. The highest representation of females was found in job positions such as fleet managers, analysts, assistants, and coordinators.



Median Annual Salary Range: By Gender

	Fleet Supervisor	Fleet Manager	Fleet Director
Male	\$90K - 100K	\$100K - \$110K	\$120K - \$130K
Female	---	\$90K - \$100K	\$120K - \$130K

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