

The State of Fleet Management

Insights on Priorities for Today's Fleet Managers



2024 STUDY



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BACKGROUND

The transport industry continues to pose a wide variety of challenges for fleet managers. In 2024, the J. J. Keller Center for Market Insights conducted its fourth annual survey to better understand transport management pain points and how they've changed over time.

With the knowledge shared here, stakeholders within the industry can better discuss the priorities and constraints of fleet managers and continue to help them succeed on the road ahead.

J. J. Keller Center for Market Insights

The J. J. Keller Center for Market Insights is the collaborative research arm of J. J. Keller & Associates, Inc. The center originated in 2019 with a focus on sharing with the public trends and insights from an abundance of safety and compliance data gathered by J. J. Keller over decades serving more than 500,000 customers across the United States.

It publishes ongoing reports to spur discussion and advancements in safe, respectful workplaces, job sites, and highways through historical data, new proprietary studies, and partnerships with reputable, research-focused third-party organizations.

To contact the J. J. Keller Center for Market Insights, email Susan Baranczyk at sbaranczyk@jjkeller.com.



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OVERVIEW



Fleet managers' top-ranking concerns:

58% Drivers knowing how to safely and correctly operate their vehicles

57% Effectively managing preventative maintenance to avoid losses due to breakdowns or accidents

51% Leadership consistently showing that safety is important

#1 FLEET MANAGER CONCERN BY TOPIC AREA

The challenges fleet managers face were broadly categorized in seven areas:

DRIVER KNOWLEDGE & SKILLS

How to safely and correctly operate their vehicles

58%

DRIVER TRAINING

Training that is specific to the unique needs of your drivers, operations, vehicles or industry

47%

FMCSA COMPLIANCE

Having accurate, well-organized driver qualification/DQ files

47%

NEW VEHICLE TECHNOLOGY

Drivers accepting and properly using new vehicle technology

35%

OVERALL SAFETY

Leadership consistently showing that safety is important

51%

VEHICLE MAINTENANCE

Knowing quickly when a vehicle or trailer is damaged or non-compliant

46%

MANAGING COMPANY EXPENSES

Effectively managing preventative maintenance to avoid losses due to breakdowns or accidents

57%

TRENDING CONCERNS (2021-2024)

Over the four years this survey has been conducted, we find the following **top fleet manager concerns** have appeared as top concerns **every year**.

DRIVER TRAINING

- Drivers applying what they learn in training

FMCSA COMPLIANCE

- Staying up to date on changes in regulations

OVERALL SAFETY

- Employees consistently making safe choices across scenarios

NEW VEHICLE TECHNOLOGY

- Drivers accepting and properly using new vehicle technology

VEHICLE MAINTENANCE

- Effectively tracking, planning and scheduling routine vehicle maintenance

MANAGING COMPANY EXPENSES

- Finding and retaining high-quality drivers
- Effectively managing preventative maintenance to avoid losses due to breakdowns or accidents



SIGNIFICANT INCREASES (2023-2024)

The transportation industry continues to face a challenging landscape, but can overcome obstacles by committing to continuous improvement, embracing technology, and fostering a culture of safety and compliance.

This year, when compared to last year, the survey revealed **significant increases in the following areas:**



Category	Statement in Each Category Fleet Managers Found Most Important	2023	2024	Change
Driver Knowledge & Skill	How to comply with hours-of-service (HOS) limits and use exemptions	20%	33%	+ 13%
Managing Company Expenses	Finding and retaining high-quality drivers	37%	49%	+ 12%
FMCSA Compliance	How the FMCSA regulations specifically apply to them	21%	30%	+ 9%

EXPERT INSIGHT

"Despite widespread use of electronic logs, hours-of-service compliance remains a key concern, with HOS violations making up over 40% of all roadside violations and nearly 1 in 5 violations found during audits in 2023. Toss in a variety of exceptions, and it's no wonder that drivers struggle with HOS compliance."

*Daren Hansen, Sr. Industry Advisor,
J. J. Keller & Associates, Inc.*

JOB STRESS

Seventy-four percent (74%) of fleet managers surveyed stated their job was moderately to extremely challenging, with 34% stating their job was extremely or very challenging, the same as in 2023.

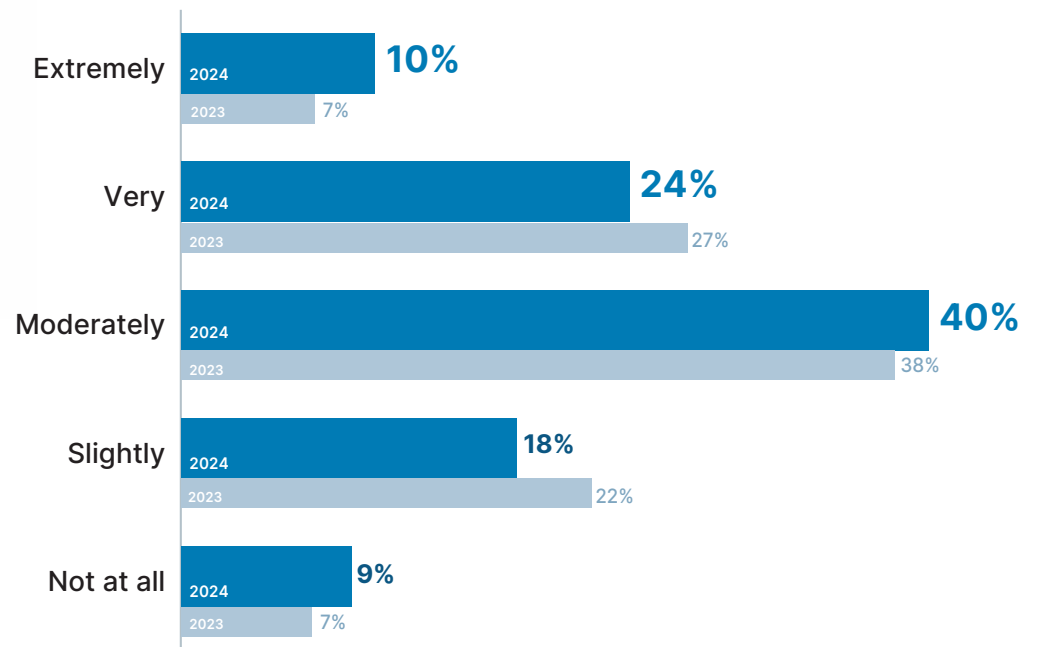
EXPERT INSIGHT

"If you want to be a manager in this industry, either in safety or operations, be prepared. 74% of the respondents rated their jobs as moderately to extremely stressful. On the other end, just 27% said their job was only slightly challenging or not challenging at all. It reminds me of the old firefighter saying, 'Everyone wants to be the chief until you have to do chief things. Then the job gets hard.' Having good people around you and leaning on outside resources can make the job much easier."

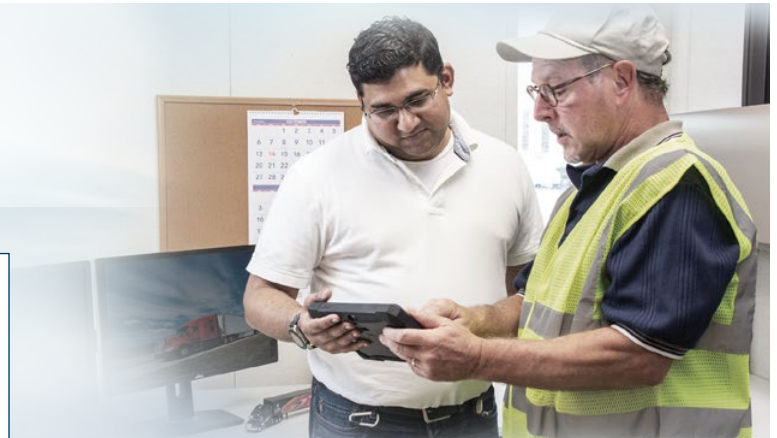
Tom Bray, Sr. Industry Advisor, J. J. Keller & Associates, Inc.



THE EXTENT TO WHICH MY JOB IS CURRENTLY CHALLENGING



LEADERSHIP PRIORITIES

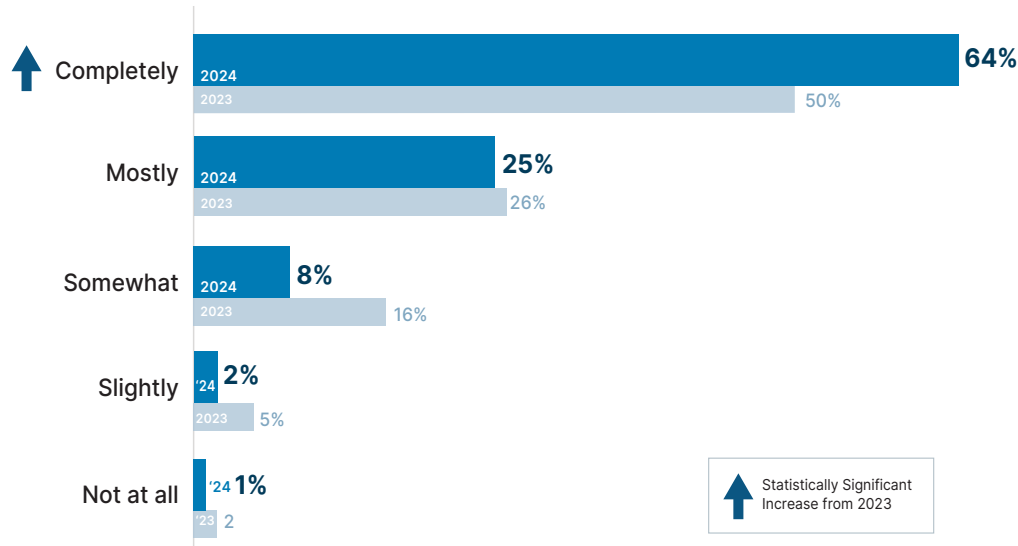


MANAGEMENT INSIGHT

Securing leadership buy-in is a challenge often heard from safety professionals. If senior management has lost focus on safety, fleet/safety personnel can feel like they are swimming upstream. Often, the friction results from the need to spend money to save money — senior management sees the cost, and safety sees the benefit. The key to success for the entire organization is evaluating data and costs on the consequences of non-compliance or inaction.

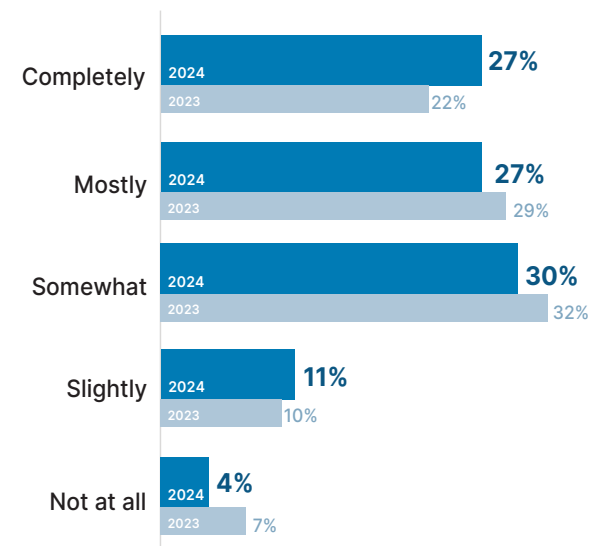
“My company continuously strives to improve driver and employee safety.”

% Agreement



“My company is mainly focused on solutions that improve the bottom line/profitability.”

% Agreement



DRIVER KNOWLEDGE & SKILLS



Safely and correctly operating a specific vehicle type and knowing how to comply with hours-of-service (HOS) limits and use exceptions were top concerns for survey respondents.

DRIVER KNOWLEDGE

- How to comply with the hours-of-service (HOS) limits and use exemptions (33%)
- How FMCSA regulations apply to them (30%)
- The correct action to take if they are in an accident (25%)

DRIVER SKILLS

- How to safely and correctly operate their specific vehicle types (58%)
- How to avoid distracted driving (23%)
- How to correctly do and record vehicle inspections (19%)

COMPLIANCE INSIGHT

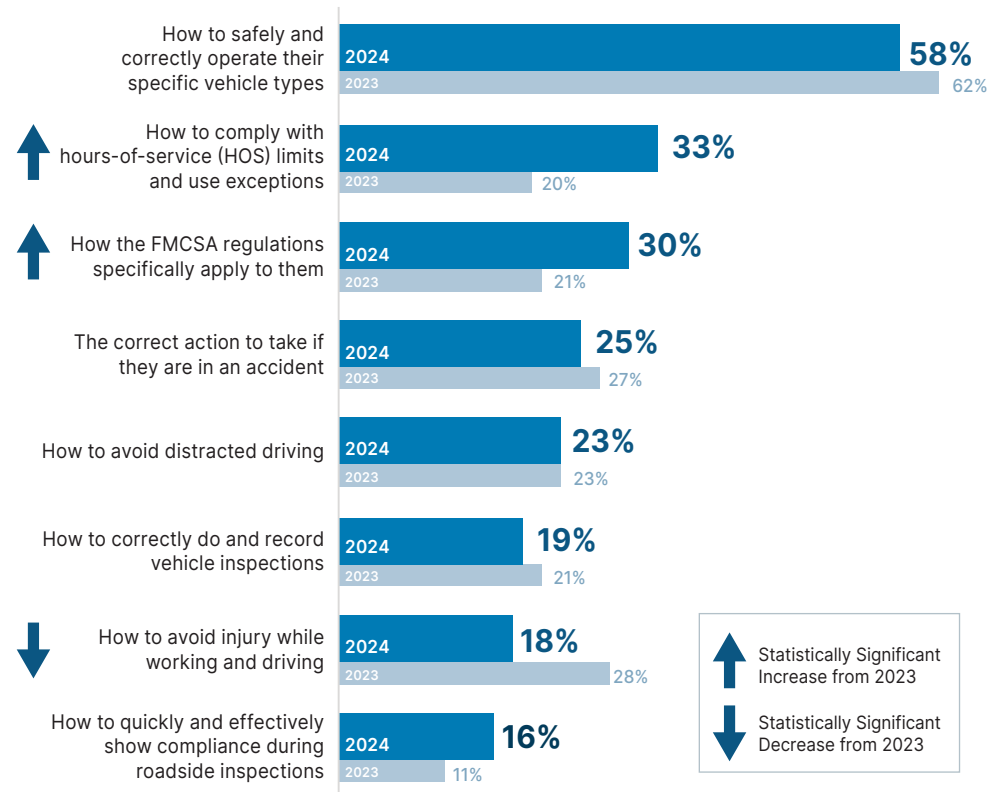
It's no surprise to see fleet professionals rank compliance with the HOS limits highly when you look at 2023 HOS violations.

- Fatigued operation and HOS violations by commercial motor vehicle (CMV) drivers were cited over 460,000 times in 2023.¹
- Nearly 41% of all driver violations were attributed to either fatigue or HOS.²

Those were the behaviors caught by enforcement, yet they represent a mere fraction of total fatigued operation and HOS events that happen every year.

MOST IMPORTANT DRIVER KNOWLEDGE & SKILLS

% Most Important



Statistically Significant Increase from 2023
 Statistically Significant Decrease from 2023

Multiple selections were permitted.

¹ <https://jjkellercompliancenet.com/news/the-wake-up-call-exposing-the-grave-dangers-of-fatigued-driving>

² Analysis of FMCSA Motor Carrier Management Information System (MCMIS). Roadside Inspections, Driver violations (2023 - Calendar) Data snapshot as of March 11, 2023, Retrieved from https://ai.fmcsa.dot.gov/EnforcementPrograms/Inspections?type=AllViolations&time_period_id=2&report_date=2023&vehicle_type=1´_critical=19&state=NAT&domicile=ALL

DRIVER TRAINING



When it comes to driver training, respondents believe it's most important that their **training is specific to the unique needs of their drivers, operations, vehicles or industry** (47%) and that **drivers apply what they learn in training** (45%). Training issues showing year-over-year increases involved flexibility and efficiency in training delivery, with respondents stating a desire for drivers to access training whenever and wherever it's needed with minimal disruption to their daily tasks.

COMPLIANCE INSIGHT

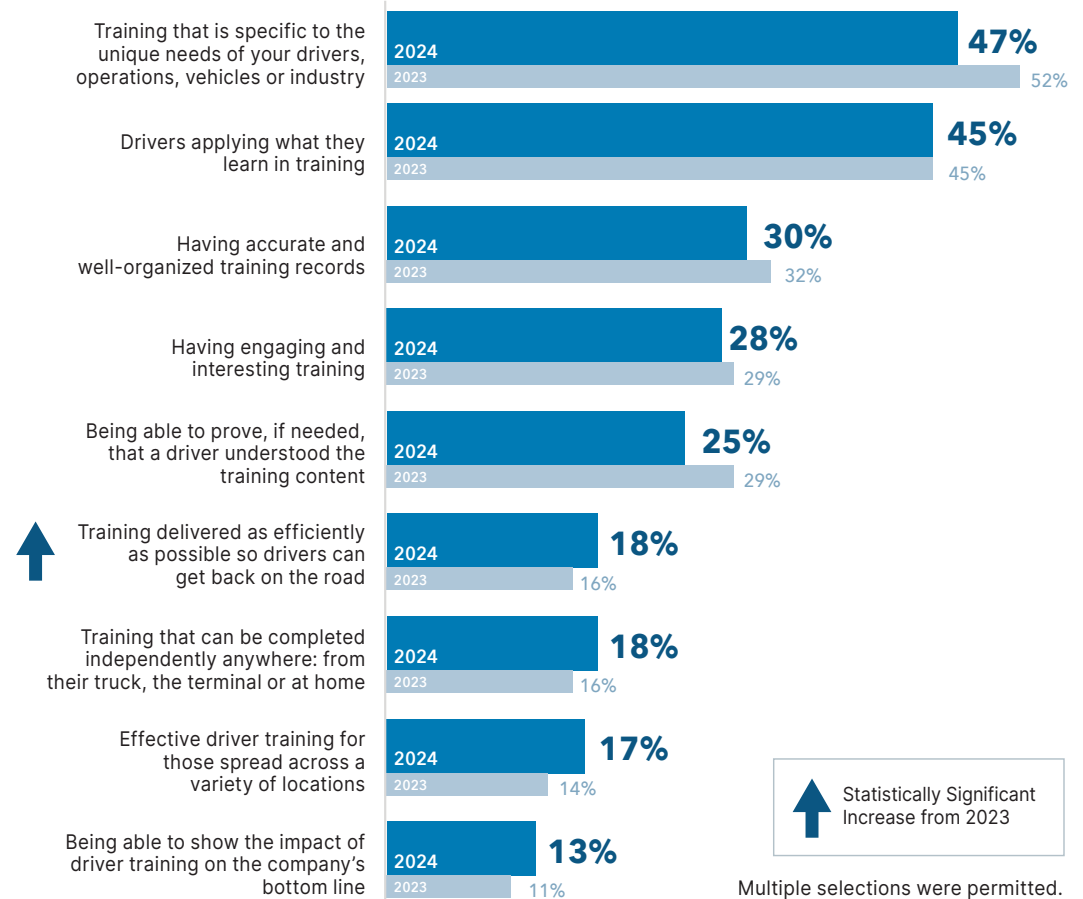
A proactive approach, including training, to building a safe and compliant fleet can minimize the impact of litigation by helping carriers uphold their "duty to act" — a primary consideration for a jury.

A "duty to act" means that you should have been aware of and corrected any safety issues before they resulted in incidents.

Use training, along with ELD and dash cam data, to identify and correct risky behaviors like HOS violations, log falsification, harsh braking, unintended lane departures, distracted driving, or following too close, regardless of your choice to review the data.

MOST IMPORTANT ASPECT OF DRIVER TRAINING

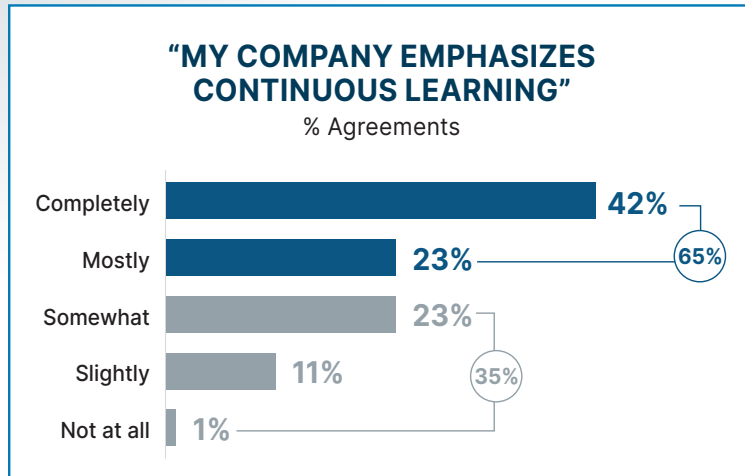
% Most Important



TRAINING METHODS



Sixty-five percent (65%) of those surveyed agree that continuous learning is “mostly” or “completely” emphasized by their company. Unfortunately, 35% felt their company supported continuous learning somewhere between “somewhat” to “not at all.”



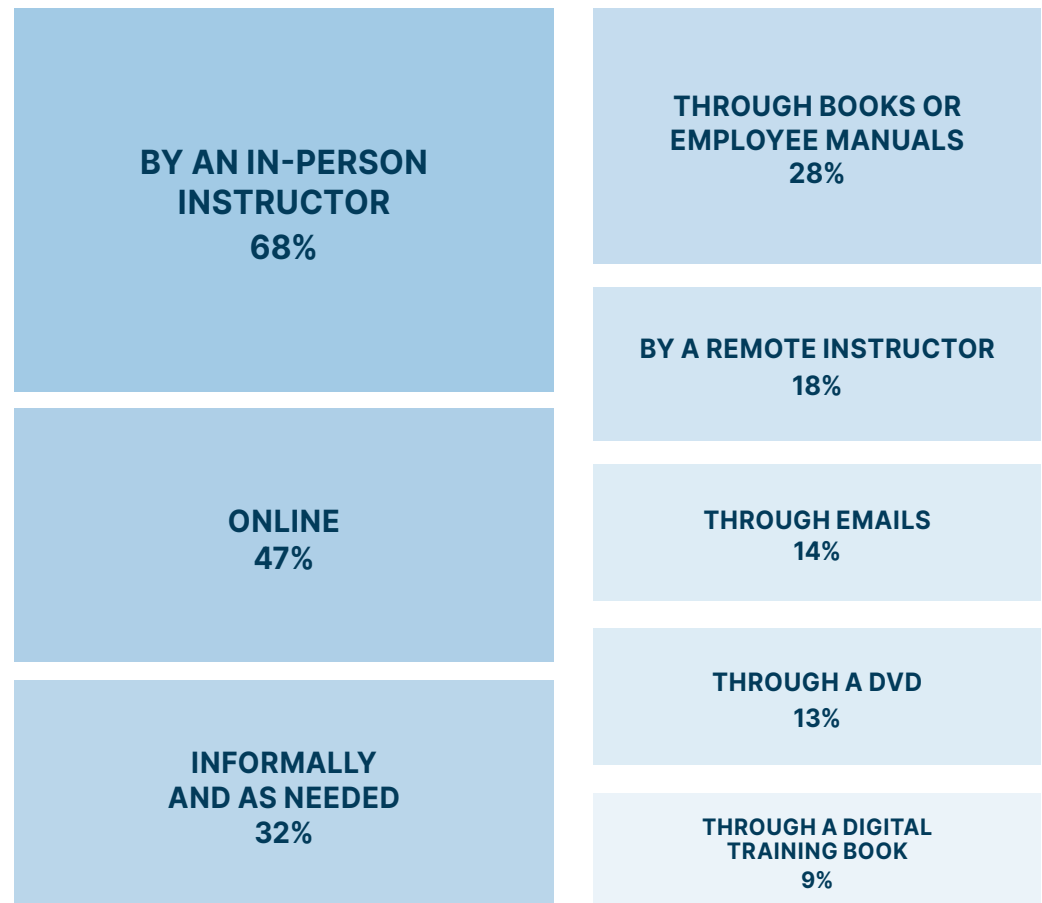
EXPERT INSIGHT

“The most successful carriers leverage dash cams, electronic logging devices, and telematics data to find and fix compliance and performance issues leading to prevention of crashes, citations, and unnecessary turnover.”

Mark Schedler, Sr. Editor, J. J. Keller & Associates, Inc.

TOP COMPANY TRAINING METHODS

% of Respondents



Multiple selections were permitted.

OVERALL SAFETY

The most important aspect of overall safety that fleet managers want to see is leadership consistently showing that **safety is important (51%)**.

A close second is **employees knowing that they are valued, and that is why fleet managers want them to be safe (46%)**.

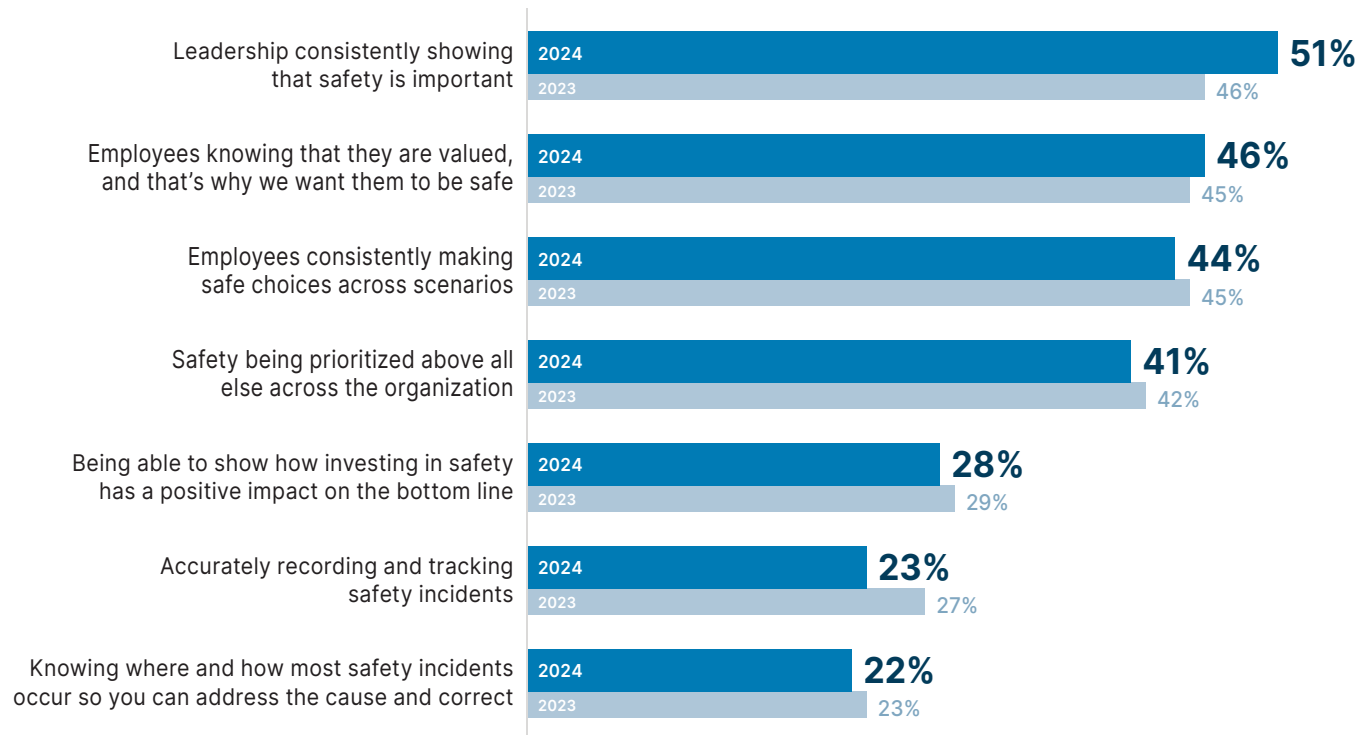


Watch the Safe & Smart® Driver Training Program in action!



MOST IMPORTANT ASPECTS OF OVERALL SAFETY

% Most Important



Multiple selections were permitted.

COMPLIANCE



For two years in a row, the most important aspects of FMCSA compliance remain **having accurate and well-organized driver files** and **staying up-to-date on regulatory changes**.

Recordkeeping

- Having accurate and well-organized driver qualification/DQ files (47%)
- Having all files together in one place so you can easily prove compliance (25%)
- Having accurate and well-organized drug and alcohol testing records (24%)

Compliance Knowledge

- Staying up-to-date on changes in regulations (39%)
- Understanding how FMCSA changes specifically impact your business (26%)

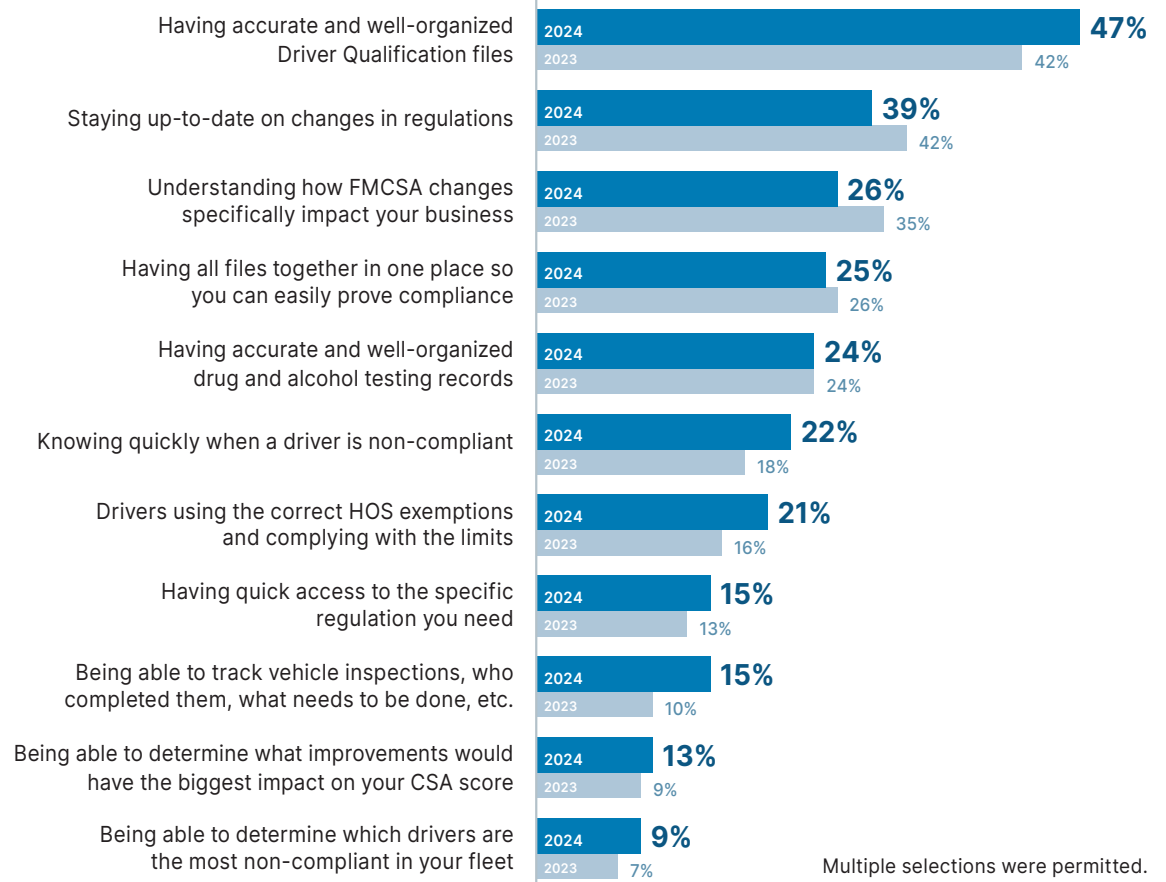
EXPERT INSIGHT

"Complying is only half the battle. You must systematically keep documentation that shows that you comply. It's the one way you prove to enforcement officials, auditors, insurance companies, and attorneys that you follow the rules."

*Daren Hansen, Sr. Industry Advisor,
J. J. Keller & Associates, Inc.*

MOST IMPORTANT ASPECTS OF FMCSA COMPLIANCE

% Most Important



VEHICLE MAINTENANCE



Knowing when a vehicle or trailer is damaged or non-compliant (46%) and **when a repair is needed (44%)** topped the list of most important vehicle maintenance concerns.

These were followed by effectively tracking routine vehicle maintenance (39%), vehicle inspections (29%) and status of repairs (22%).

EDITOR INSIGHT

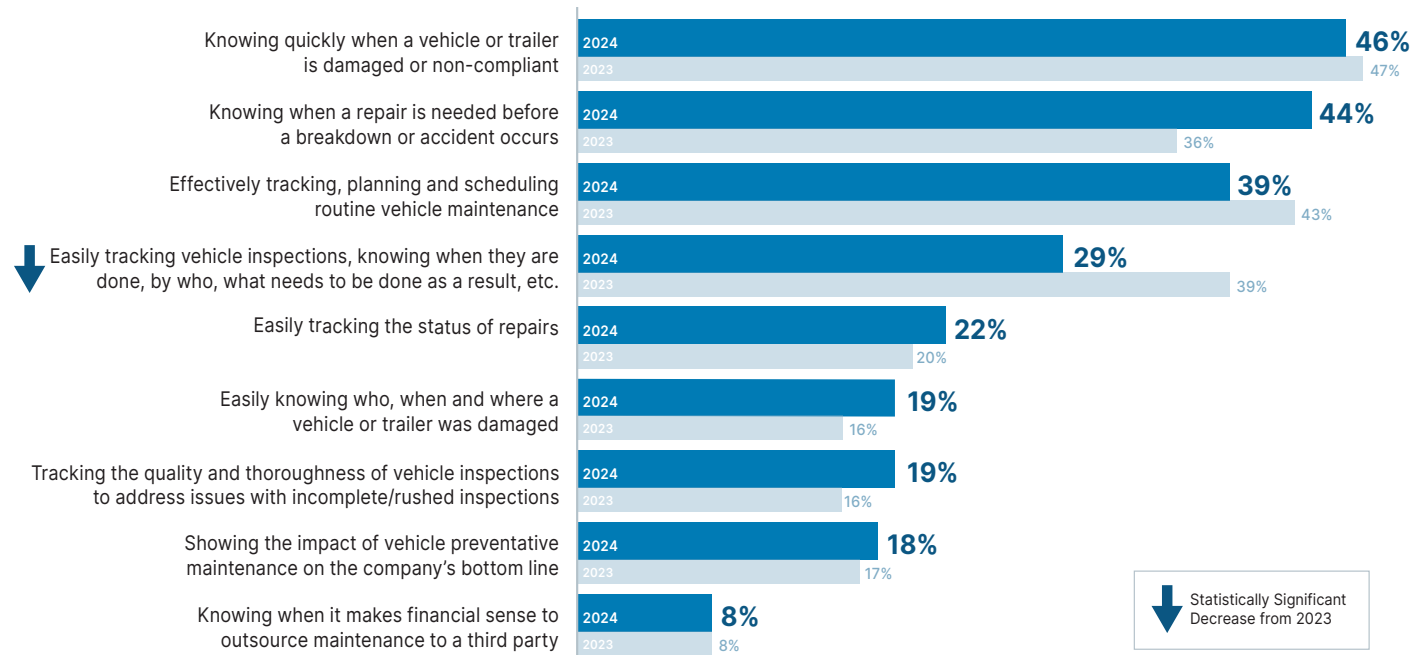
"To keep vehicles safe and compliant every day, you need to set up a systematic program that is proactive. Focus on rigorous inspections, and replace components before a failure or being below specification.

Drivers and mechanics need to seek out any minor problems before they balloon into major ones, rather than just reacting to the latest issue that surfaces. Of course, keep all required records; then dispose of them when the retention period expires."

Daren Hansen, Sr. Industry Advisor,
J. J. Keller & Associates, Inc.

MOST IMPORTANT: VEHICLE MAINTENANCE

% Most Important



RESPONDENT COMMENTS



Fleet managers who participated in the survey were allowed to add open-ended comments regarding the most challenging aspects of their job.

MOST CHALLENGING ASPECTS OF A FLEET MANAGER'S JOB

Open-Ended Comments

The majority of responses revolved around three common areas:

Finding, Hiring, and Retaining Good Drivers

“Employee retention at entry-level positions.”

“Hiring and keeping good drivers.”

“The most challenging part of this job is finding people who want to work and can follow directions.”

Staying Up-to-Date on Regulatory Changes

“Staying on track with all compliance aspects of the company.”

“Staying up to date with changing DOT and OSHA rules.”

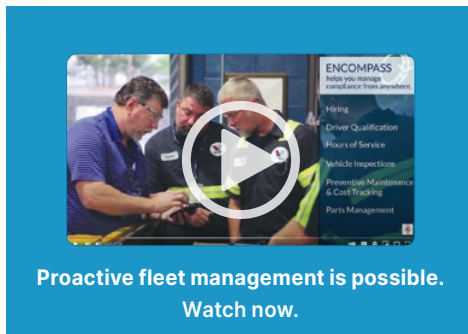
“The constant changing of FMCSA rules and regulations. Trying to keep up with them all.”

Paperwork and Recordkeeping

“Having all the paperwork needed and filed.”

“Making sure all the information and files are up to date.”

“Ensuring all parts of compliance are monitored and records centrally retained.”



Proactive fleet management is possible.
Watch now.

RESPONDENT DEMOGRAPHICS

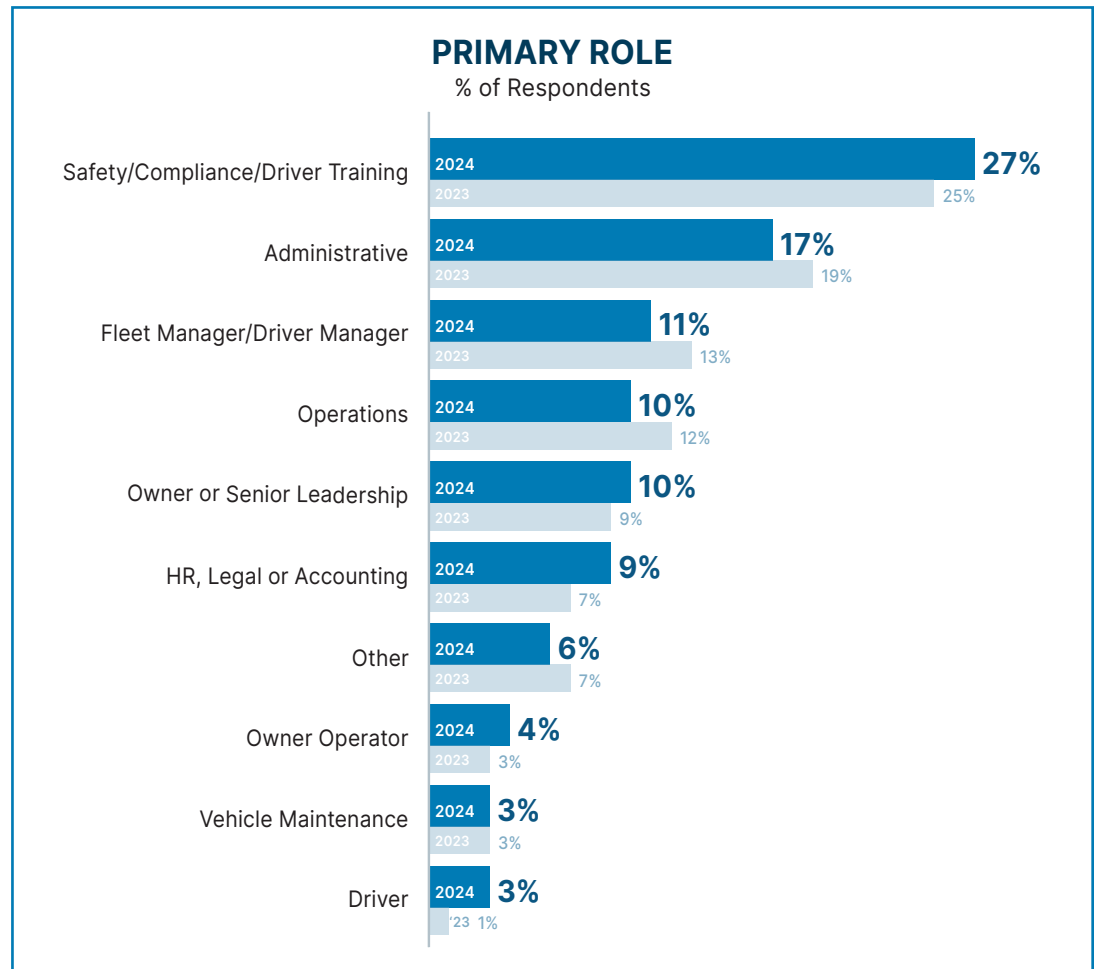
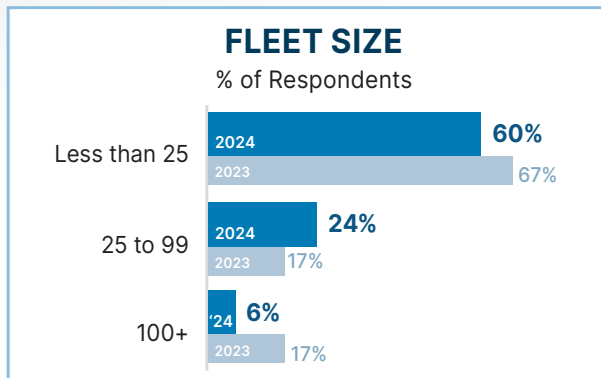


Survey respondents' primary roles range from safety and compliance to driver training, administration, operations, fleet/driver management, driving and warehouse/yard responsibilities.

These individuals know a lot about the industry, making them valuable to an organization.

The survey was fielded January 26 - February 12, 2024 and included 489 unique respondents.

Eighty-four percent (84%) work in fleets with less than 100 trucks, while 60% work in fleets with less than 25 trucks.



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J. J. Keller's **Safe & Smart® Principles of Defensive Driving** program is tailored to help your specific operation improve fleet safety and reduce the risk of crashes.



The in-depth curriculum—delivered by veteran instructors—combines online courses, classroom instruction, range training, vehicle inspections and a road test, with **options for direct-to-driver training or certification of your in-house trainers.**



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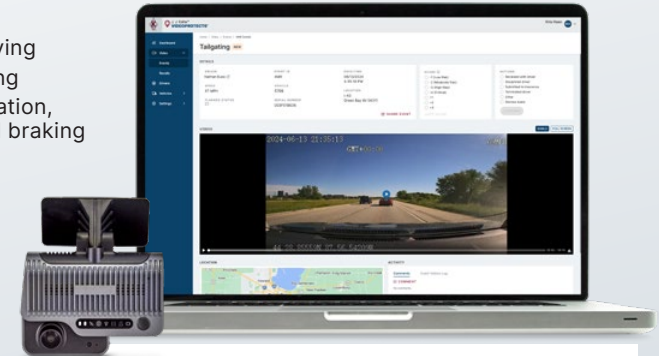
A dash cam with a safety perspective

The VideoProtects® Fleet Camera System protects your driver and operation, **minimizes your risk** in and out of the courtroom, and **enhances your safety efforts.**

VideoProtects offers insight into risky driving events through its continuous recording (engine on) dual-facing dash camera with artificial intelligence.

The **VideoProtects** system works with any fleet, regardless of ELD provider. Its user-friendly back office delivers a **powerful remote driver coaching workflow** that allows you to review, score, and prioritize events. It's an innovative solution that promotes driver accountability and reduces risky driving events, like:

- Forward collision
- Tailgating
- Distracted driving
- Fatigued driving
- Harsh acceleration, cornering, and braking
- Cellphone use
- Seat belt use, and more!



FMCSA stated that carriers above the Unsafe Driving BASIC intervention threshold experienced a 93% increase in their crash rate compared to the national average!

Use VideoProtects to reduce your crash risk.

Learn more about **VideoProtects.**
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