

USAA (United Services Automobile Association)

Organization Profile

USAA, a company of 22,000 employees, provides financial products and services primarily to the armed forces and their families. USAA's mobile employees rely on diverse transportation options, including commercial air transportation, private aircraft, and/or business vehicles, depending on business requirements.

Vehicle Program Profile

USAA has established a truly best-in-class vehicle management program based on significant use of metrics and dashboards. The program consists of more than 1,000 fleet vehicles in 48 states, as well as three overseas locations. Three simple principals – safety, effectiveness, and efficiency – are strictly measured, trended, and tweaked to improve overall performance. The organization's unwavering commitment to these three principals has benefited USAA with crash rates well below the industry average (both frequency and severity), high customer satisfaction, and low costs.

Cost Savings & Process Efficiency

USAA provides all vehicular services under one senior leader. All aspects of business driving, including fleet, delivery, chauffeur, vanpool, U-Drive It, and other logistics functions are integrated to provide a seamless one-stop shop for employee transportation needs. Furthermore, USAA's business vehicle group is part of a larger organization that includes management of the corporate aircraft and commercial air travel programs, enabling USAA to deploy the most optimal form of employee transportation, based upon business requirements.

USAA has made significant use of technology to reduce time spent on non-business activities. Examples include USAA's unique pool vehicle reservation system, which saves an estimated 233 man-hours annually.

To address fuel costs and green initiatives, USAA transitioned from the Ford Taurus fleet vehicle to the Ford Fusion in 2008. This change to an environmentally friendly fleet vehicle saved USAA more than \$1.5M in operating costs, when compared to benchmarks.

Risk Management/Safety

USAA encourages driver safety proactively through a combination of training, incentives, policy, and general safety awareness building techniques. Additionally, USAA manages and tracks safety-related issues through innovative processes, the Fleet SMS (Safety Management System). Fleet SMS mitigates risk exposure through Motor Vehicle Record checks, driver feedback, risk mitigation strategies, and a highly structured crash response process, which ensures drivers are effectively prepared to return to the road after a crash.

Talent Management/Employee Satisfaction

USAA measures vehicle program effectiveness through satisfaction surveys, retention rates, and overall time reduction. Satisfaction surveys are conducted quarterly among both drivers and the members those drivers serve/support, and USAA has achieved a 95% satisfaction rating. Voluntary turnover rates were 5.6% in 2008, well below industry standards.

Summary

USAA's clear focus and commitment to safety, effectiveness, and efficiency of their fleet program allows the organization to sustain crash rates (both in terms of frequency and severity) well below industry benchmarks, to achieve world-class customer satisfaction ratings, and to benefit from a cost per mile rate that is well below the industry average.



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