



**CAF<sub>M</sub>** Certified  
Automotive  
Fleet Manager

**CAF<sub>S</sub>** Certified  
Automotive  
Fleet Specialist

## PROGRAM SYLLABUS

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## INTRODUCTION

### CERTIFIED AUTOMOTIVE FLEET MANAGER (CAFMA)

The Certified Automotive Fleet Manager (CAFMA) program is divided into eight disciplines, covering the essential core competencies of fleet management. The eight disciplines are grouped into two tiers. The lower-tier consists of Fleet Information Management, Maintenance Management, Professional Development and Vehicle Fuel Management. The upper-tier consists of Asset Management, Business Management, Financial Management, and Risk Management. Those who successfully complete the CAFMA Program will be able to apply for college credits from Ferris State University (FSU). The CAFMA designation is eligible for 12 college credits.

Fleet professionals or college students may enroll as candidates for certification. Candidates review the reference materials provided with the aid of the self-study guide until ready to test. They may also attend optional, instructor-led educational seminars and/or conference sessions designed to promote understanding of the more difficult core competencies.

Successfully testing in all eight disciplines while enrolled in the full CAFMA program earns the CAFMA designation. Successfully testing in all four disciplines of the lower tier during a full CAFMA program or lower-tier enrollment period earns the Certified Automotive Fleet Specialist (CAFS) designation. Those who have earned the CAFS designation and keep it active through recertification may subsequently enroll in the upper-tier and earn the CAFMA designation by successfully testing in the remaining four disciplines during that enrollment period.

### CERTIFIED AUTOMOTIVE FLEET SPECIALIST (CAFS)

The CAFS program is a stepping stone to the CAFMA designation. The CAFS program and the flexible sets allow candidates to customize their learning in accordance with their needs.

1. **Discipline Set One:** Includes Fleet Information Management, Professional Development, Risk Management, and Financial Management.
2. **Discipline Set Two:** Includes Asset Management, Fleet Information Management, Business Management, and Risk Management.
3. **Discipline Set Three:** Includes Fleet Information Management, Maintenance Management, Professional Development, and Vehicle Fuel Management.

This program is open to any individual with at least one year experience in any fleet-related position, as well as those enrolled in a college or university program in a fleet-related discipline. Successful completion of any of the above CAFS learning sets will earn the candidate the designation of Certified Automotive Fleet Specialist (CAFS).

Those who successfully complete the original discipline set three (which is comprised of fleet information management, maintenance management, professional development, and vehicle fuel management) will be able to apply for college credits from Ferris State University (FSU). The CAFS designation in set three is eligible for 6 college credits. The new disciplines sets will be submitted to FSU for review and approval for college credits in the future.



## ASSET MANAGEMENT

In a very real sense, fleet management is asset management. Fleet assets are a subset of the real properties owned or leased by an organization. Fleet managers, like managers of those real properties, are responsible for the selection, procurement, use, care and disposal of their employer's fleet vehicle and equipment assets. Sometimes fleet managers are also responsible for non-fleet equipment and infrastructure. These assets are quite often a significant segment of a company's (or agency's) total net value and they represent a large portion of the total organizational operating expenses. How well these assets are managed can have a profound impact on the profitability of a company or cost effectiveness of a public agency.

## VEHICLE SELECTION & ACQUISITION

Vehicle acquisition and selection is the process of choosing and procuring the most appropriate vehicles or equipment for the defined needs of organization.

## VEHICLE REMARKETING & DISPOSAL

Vehicle remarketing and disposal is the process of considering the most relevant factors and methods of removing fleet assets from the organization while maximizing the return on the investment.

## FLEET INFORMATION MANAGEMENT

Even though many organizations have an information technology (IT) staff to assist fleet managers, there is significant value to fleet supervisors' and managers' understanding the basic IT issues. With a general knowledge of IT, fleet managers can intelligently interact with their support staff to solve problems and enhance IT functionality. The purpose of this discipline is to provide fleet managers with the tools they need to function in a data-rich, information-poor work environment by better using the technology tools available.

## INFORMATION INFRASTRUCTURE

Sufficiently understand computer hardware and operating systems to enable efficient gathering, storage, transmission, and use of fleet data.

## INFORMATION SYSTEMS SELECTION & IMPLEMENTATION

Accurately determine fleet data requirements and specify, select, and implement an information management system sufficient to meet asset management and decision-making needs.

## DATA COLLECTING & PROCESSING

Optimize myriad manual and electronic data streams to gather, organize, process, and present critical information in a meaningful format.



## FLEET COMMUNICATIONS

Implementation of an information exchange to benefit operators, dispatchers, customers, and intra-fleet functions.

## MAINTENANCE MANAGEMENT

Vehicle maintenance directly impacts productivity, driver satisfaction, corporate image, safety, environmental compliance, and the financial bottom line. This discipline's competencies will enhance understanding of, and ability to communicate, essential maintenance principals to in-house or outsourced maintenance personnel, drivers, and management.

## VEHICLE MAINTENANCE

Maintenance management impacts all aspects of fleet management. Its decisions have the potential to affect not only the financial and safe operation of a fleet, but also the end user's productivity. The Fleet Manager/Supervisor must have a clear understanding of this competency to make informed decisions and recommendations.

## SHOP OPERATIONS

Operating an efficient and effective maintenance facility does not happen by chance. The knowledgeable Fleet Manager/Supervisor must be able to assess their operation to determine optimum staffing levels and advantageous outsourcing opportunities.

## ENVIRONMENTAL ISSUES

Environmental regulations touch all fleet and fleet maintenance operations. Environmental regulation requirements ensure not only a clean and healthy environment, but also employee safety. It is the Fleet Manager/Supervisor's responsibility to know and adhere to these ever-changing regulations.

## INVENTORY MANAGEMENT

A fleet maintenance operation must have professionally managed parts support to operate at peak efficiency. Inventory management is a critical contributing factor to the success of a maintenance facility.

## BENCHMARKING

Benchmarking staff performance is a key function to maintain productivity and efficient maintenance operations. Benchmarking involves proper data collection, comparison, and analysis to determine performance status and standards.



## OUTSOURCING

Outsourcing maintenance activities occur in most fleet maintenance operations. The decision to outsource activities depends on numerous factors, but ultimately is determined by what is most effective and efficient.

## PROFESSIONAL DEVELOPMENT

Fleet Managers and Supervisors, like most professionals, need to continuously educate themselves, not simply to maintain their position but to stay ahead of the curve and demonstrate true leadership. Knowledge is an asset to be cultivated and developed. In order to manage this asset, a fleet manager must sharpen the skills of leadership and the habits of self-discipline.

## LEADERSHIP

Leadership is the discipline of influencing and directing the performance of employees toward the achievement of organizational goals. Personal development is the concept of self-improvement through setting and achieving goals and career planning.

## ETHICS

Ethics involves the study of values and customs and covers concepts such as right and wrong, good and evil, and responsibility. Ethical decision-making assists managers in making decisions that are “right” and “good.”

## BUSINESS WRITING

Business writing is the concept of properly using writing techniques and tools to communicate and disseminate information effectively through the written word.

## BUSINESS MANAGEMENT

All fleet managers must be smart and knowledgeable business managers. Dealing with leasing companies, automobile dealers, supply or service contractors, insurance companies, and others requires knowledge of an organization’s rights, boundaries, and responsibilities. Without such knowledge, severe consequences can result. As a cornerstone of overall fleet management, this discipline’s competencies cover an array of practical and commonly encountered topics.

## REGULATIONS & LEGISLATION

This competency covers the common federal and state laws and regulations impacting fleet, both internally for the organization and externally with outside parties.



## BUSINESS LAW

This competency covers contracts, hiring practices, the manufacture and sale of consumer goods, business transactions, work-safety, and other legal aspects relating to fleet management.

## FLEET POLICIES & PROCEDURES

This competency deals with the written documentation of executive level management decisions that employees are required to follow in conducting the business of the organization and usage of its fleet vehicles.

## FLEET ORGANIZATION & RESPONSIBILITIES

This competency deals with the concepts and theories from behavioral sciences to human behavior that determines an organization's structure and functions.

## STAFFING & EMPLOYEE RELATIONS

Staffing and employee relations require effective management of activities of human resources planning, recruitment, selection, orientation, training, performance appraisal, compensation and safety.

## REQUEST FOR PROPOSALS

A request for proposal (RFP) is the instrument used to solicit proposals and/or offers for proposed contracts using the negotiated procurement method to obtain goods and services.

## EMERGENCY PREPAREDNESS

Emergency preparedness ensures the fleet operation's readiness to respond to an emergency in a coordinated, timely, and effective manner.

## FINANCIAL MANAGEMENT

While many organizations have an accounting department for handling their finances, fleet managers must have some knowledge of the financial issues that affect their fleets. Such financial issues may include financial analysis of various acquisition options, ability to conduct a lifecycle analysis, basic accounting principles, benchmarking, outsourcing decisions, and preparing and implementing a fleet budget. This discipline's competencies introduce each of these areas of fleet financial management.

## PERSONAL USE

The use of an employer-provided vehicle for any function or activity other than official business.



## VEHICLE LEASING

The fleet acquisition process that involves acquiring possession but not title (ownership) of an asset for a price.

## VEHICLE PURCHASE

The fleet acquisition process that involves acquiring title and possession of assets for a price.

## VEHICLE REIMBURSEMENT

The reimbursement of employees, by a variety of methods, who use their personal (owned) vehicles for company business.

## BUDGETING

The process of projecting and planning for future financial activities in order to ensure financial control, provision of accurate managerial information, and policy implementation.

## LIFECYCLE COST ANALYSIS

Lifecycle Cost Analysis (LCA) is a mathematical model used when making a financially-based decision between two or more competing options. When done properly, it forces one to consider all the relevant costs incurred over the lifetime of a vehicle or operation.

## BENCHMARKING

The practice of comparing organizational performance with past performance, industry partners, or industry best practice.

## RISK MANAGEMENT

Risk management is a form of planning and decision-making dealing with uncertain events as well as controlling risks before they can become a problem. While insurance is commonly associated with risk prevention, it is not possible or practical to insure against every situation; hence, risk management provides additional strategies for dealing with loss. This discipline's competencies will demonstrate the varying strategies of dealing with risk by focusing on insurance, subrogation, training, and safety in addition to how to effectively handle a loss.

## INSURANCE

Insurance is a system under which individuals, businesses and other organizations or entities, in exchange for payment of a sum of money (a premium), are guaranteed compensation for losses resulting from certain perils under specified conditions.



## SUBROGATION

Subrogation is the substitution of one party (insurer) for another party (insured) to pursue any rights the insured may have against a third party liable for a loss paid by the insurer.

## FLEET DRIVER TRAINING & VEHICLE SAFETY

Fleet driver training and vehicle safety are a means of preventing employee and property losses to an organization through training and education.

## CRASH MANAGEMENT

Crash management is the process of controlling direct and indirect losses incurred during and after vehicle crashes.

## MOTOR VEHICLE RECORDS

A motor vehicle record is a document that provides a history of violations, suspensions and other details about a person's driving history.

## VEHICLE FUEL MANAGEMENT

Fuel is the second largest fleet vehicle expense so its management requires careful scrutiny to take every opportunity for minimizing costs and mitigating risk. Moreover, Fleet Managers and Supervisors must understand regional environmental issues and policies associated with fuel. The Fleet Manager and Supervisor should also know about alternative fuels, the emerging changes in technologies and local government acts or regulations associated with them. This discipline's competencies deal with both conventional and alternative fuels in centralized and decentralized operations.

## IN-HOUSE FUELING/GOVERNMENT ENVIRONMENTAL REGULATIONS

In-house fueling is the function of organizations that own and operate their own fueling facilities. In the course of this function, they are required to comply with strict, government environmental regulations.

## COMMERCIAL PROGRAMS

Commercial programs are a fuel management option whereby an outside vendor assists controlling, tracking, reporting and managing a fleet's use of commercial fuel stations.

## CONVENTIONAL FUELS

Gasoline and diesel fuel are defined as conventional fuels. They are the most widely used fuels in fleet vehicles.



## ALTERNATIVE FUELS

Alternative fuels as defined by the Energy Policy Act (EPAct) include ethanol, natural gas, propane, hydrogen, biodiesel, electricity, methanol, and p-series fuels. The interest in alternative fuels is based on their potential to address three important issues: air quality in urban areas, dependence on imported petroleum, and greenhouse gas emissions.

## ENROLLMENT

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