

Certified Marina Manager

Application handbook

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Certified Marina Manager

CMMs represent the elite in the marina and recreational boating industry. They value true personal and professional excellence and strive to maintain the highest levels of ethical and moral conduct in their commitment to the marina industry. CMMs have a deeply-rooted respect for the environment and recognize their role in keeping it safe for boaters and the communities that support them. CMMs are marina professionals who have completed an extensive training and certification process and embrace the continuance of education and training for themselves and those who work within the marina industry.

Marina owners and investors see CMMs as being qualified, professional, and committed to a career within the marina industry. CMMs are recognized as being most up-to-date in the latest procedures, techniques, industry regulations, and requirements.

CMMs have one of the tightest professional networks in the world and regularly share tips and information with one another, ensuring that each is up to speed with the latest technologies, processes, and regulations. The knowledge a CMM receives through this network makes him/her a highly qualified, respected, and able manager

The CMM qualification process assesses the following real-world abilities:

- Financial management.
- Sales and marketing management.
- Understand the regulatory obligations of the marina business.
- Successful bottom line management.
- Evidence of high character and ethical standards.
- Supervise and manage people.

The CMM designation provides a doorway to greater earnings potential and professional recognition. CMMs complete rigorous education and training developed by the national and international marina industry and must meet specific experience requirements.

CMM are committed to continuous professional development and annual reaccreditation.

Are you ready to apply to be a recognised Certified Marina Manager?

To be able to successfully apply to become a Certified Marina Manager, you need to meet the following criteria.

Use the following checklist to track your progress.

Five years marina management experience, with three of these years being the immediate past three years.	
Manage a marina operation with an annual gross operating revenue of AUD1,000,000 / £600,000 / €750,000 or Manage a marina business with at least 100 boats in wet berths, mooring and /or dry stack spaces	
Spent at least 60% of my time doing : financial planning, marketing, customer service and people management	
In full time employment , in which I have supervised at least six employees or subcontractors	
I perform all 6 core management functions and at least 3 non-core functions during each of the qualifying periods	
I am currently in the marina management business	
I am an active member of a marine related membership organisation	
I have completed the Advanced Marina Management Course	

Instructions

Please complete the application form, and create a folder that includes.

- 1. Application Form**
- 2. Employment Narrative report**
- 3. Letters from Marinas verifying your experience and dates of employment**
- 4. Marina Organisation Chart**
- 5. Photographs as per instructions**
- 6. Marina Promotional Material**
- 7. Latest Annual Marina Operating Statement (Please mark this as confidential and submit separately if you do not want this information to be circulated to the judging panel)**

Email a scanned copy to training@britishmarine.co.uk / education@marinas.net.au. British Marine or MIA do not accept paper copies.

Once the application has been reviewed an invoice for payment will be sent to the applicant.

The Current fees AUD306 (includes GST) / £185.00 +vat

Application Form supporting notes.

1. Biographical Information

Please complete this section with your contact details.

2. Employment History

List the names and addresses of marinas that you have been employed at in the last 10 years, most recent first.

Include in your portfolio, a letter from the marinas verifying your experience and dates of employment.

3. Marina/Marine Association Membership

As a CMM applicant you are required to be an active member of your local or regional marine association, or if none are available on your area be an active member of another professional organisation.

4. Education, training and Professional Development

Please list any college, university or professional qualification you have achieved, you **do not** need to submit copies of your certificates.

If you attended an Intermediate Marina Manager's course, please include the details required.

Please complete the details regarding the Advanced Marina Management Course you attended, you must include a photocopy of your certificate into your portfolio.

List any courses you have attended in the last five years.

5. **References** (A copy of the form is attached at the end of the document)

To support your application you need **three referees/letters of recommendations**

Directors of MIA cannot act as a Referee.

Mentors cannot be Referees.

Current employers and relatives cannot act as Referees.

Of the 3 References required, one should be from a Certified Marina Manager or Professional.

- a. **One other business professional:** examples include former employer, business associate from another company, professional body, or if volunteer work is carried out from the charitable organisation.

Please ask the Referee to directly email a copy to training@britishmarine.co.uk / education@marinas.net.au. Do not post a paper copy.

6. Other information

This information will be treated confidentially. If you answer yes to any of these, you must provide a written explanation on a separate sheet.

7. Experience Credit Form

The information you provide here will determine whether your experience earns credit towards the CMM designation.

a. Part One Portfolio information

Indicate your management experience in each area below, beginning with column 1 to list your most recent experience. The dates at the top of the columns should represent each marina job, and relate to the employment history provided. Attach further pages if necessary.

b. Part Two Management Experience

Candidates must provide evidence that they have carried out all of the following **CORE** functions as part of their experience:

1. Manage budgets
2. Manage people
3. Manage facilities
4. Manage marina operations
5. Comply with regulations
6. Build relationships with stakeholders

Plus 3 of the following **NON-CORE** functions

7. Manage contractors and suppliers
8. Promote the marina
9. Manage future development of marina
10. Manage boatyard operations
11. Manage tenants

Further details and tasks that need to be evidenced as part of these functions are listed below:

Functions	Tasks
CORE	
1 Manage budgets	<ul style="list-style-type: none"> • Prepare & monitor operational budgets • Manage cash flow
2 Manage people	<ul style="list-style-type: none"> • Recruit staff • Performance manage and develop staff
3 Manage facilities	<ul style="list-style-type: none"> • Ensure optimum yield/profit on all facilities • Plan, implement & monitor scheduled maintenance & repair

4 Manage marina operations	<ul style="list-style-type: none"> • Manage day to day operations of marina • Develop and implement customer service strategies • Develop and implement reporting & recording systems
5 Comply with regulations	<ul style="list-style-type: none"> • Keep up to date with regulations including H & S, environmental & legal • Ensure compliance with all regulations
6 Build relationships with stakeholders	<ul style="list-style-type: none"> • Develop relationships with stakeholders and local groups e.g. local councils, regional government, harbour authorities
NON-CORE	
7 Manage contractors & suppliers	<ul style="list-style-type: none"> • Appoint contractors/suppliers • Monitor performance of contractors/suppliers
8 Promote the marina	<ul style="list-style-type: none"> • Oversee the promotion/marketing of the marina
9 Manage future development of marina	<ul style="list-style-type: none"> • Make recommendations to Board/owners for improvements to marina • Prepare capital budget requests
10 Manage boatyard operations	<ul style="list-style-type: none"> • Manage hardstanding/dry stack operations • Manage lift out and moving of boats
11 Manage tenants	<ul style="list-style-type: none"> • Develop relationship with tenants • Review lease terms/agreements & mix of tenants

You will need to **give examples** of how you performed the functions in your **Employment Narrative Report**

8. Employment Narrative Report

The narrative report provides evidence to prove you have actually performed the management functions you ticked in the Experience Credit form. You will need to divide

the report into three sections: 1) Personal and Career Introduction; 2) Narrative Report; 3) Appendices.

1) Personal and Career Introduction

Write a maximum of two pages describing:

- a) Your personal reasons for entering the marine industry, e.g. Passion for boating, holidays on family boat etc. (maximum ¼page)
- b) Your education and qualifications, particularly in the marine industry

c) Your career development until your current position, e.g. the companies and roles you were in, opportunities and challenges you faced, career turning points etc.

2) Narrative Report

For this section, you should write each management function you ticked in the experience credit form as a subheading. Then under each subheading describe how you fulfilled this particular management function in your marina roles, particularly in your latest role. To substantiate each of your claims, you should not merely describe what you did, you must also provide documentary evidence. See examples of documentary evidence you could supply.

1. Manage People

- A job ad you posted
- First page of a performance management report of an employee (anonymised)
- A training checklist you developed for your staff

2. Manage Facilities

- A maintenance schedule you developed or updated
- Letters or proposals on best profit ideas which were implemented in your marina e.g. changes to berthing rates, new income streams

3. Manage Marina Operations

- A dock walk checklist you developed
- A standard operating procedure you developed (first page only)
- A customer survey you developed and recommendations you implemented which resulted from it

Next to each claim in your narrative, place a reference to the relevant documentary evidence and place the evidence in the appendices. Please do not clog up the narrative with this documentation. See examples below:

- 1) See appendix 1.1 for an example of a job description I wrote for a new dockmaster at XXX marina in 2018.
- 2) In appendix 4.2 is a standard operating procedure I developed for refuelling.

Number the appendices for each piece of evidence, therefore if you supply 2 pieces of evidence for one management function (e.g. the 1st management function), you should label this as 1.1 and 1.2.

In the appendix of this handbook you can see a part example of narrative report of a past applicant. You should use a similar format.

9. Comparably sized facility information

Provide information regarding a minimum of five marina facilities that are comparable to your marina within your geographical area.

Reference/Letter of Recommendation

Return this completed form to:

AUSTRALIA/ASIA: Industry Education Officer at education@marinas.net.au. DO NOT copy this letter to the applicant.

Applicant Name	
Address	
<p>To the individual completing this Recommendation letter:</p> <p>The person named above has applied for candidacy as a CERTIFIED MARINA MANAGER with the Global Marina Institute and has asked you for a recommendation.</p> <p>Please answer the questions below in as specific and candid a manner as possible within seven days. When complete, mail this letter to the address above</p> <p>Completing this recommendation is a qualified privilege which attaches and absolves you and the Institute of liability, provided your communication is made in good faith and is limited to the issue at hand.</p> <p>You can be assured that your answers are confidential and the applicant will not have access to this letter</p>	
Name of Person Completing This Form	
Position/Title	Employer
Address	
Telephone Number	
<p>Are you:</p> <p><input type="checkbox"/> a CERTIFIED MARINA MANAGER?</p> <p><input type="checkbox"/> an employer or former employer of the applicant?</p> <p><input type="checkbox"/> other (explain relationship at right, please)</p>	
My relationship with the applicant is:	
<p>How long have you known the applicant?</p> <p>Under what circumstances have you known the applicant?</p>	

Describe the applicant's moral character, integrity, and sincerity of commitment to marina management as a profession?

Please give specific examples, below, where you describe the individual's character and fitness for the CMM award

If you are a current or former employer, how do you rate the applicant's ability as a marina manager?

Do you have any reservations about recommending this person for CMM designation?

Additional Comments:

NOTE: Letters of reference for candidates for the CMM designation are VERY important to the selection process. Please give specific information, examples and reasons for your endorsement, or reservations about this candidate. If the information is not complete, the MIA will need to request further information about the candidate from you.

I ___ can, ___ cannot, recommend this applicant for CMM candidacy.

Date:

Signature:

Appendix – Example of a Narrative Report

MARINA MANAGEMENT FUNCTIONS

1. Manage Budgets

Listed below is the various tasks and duties I perform or my staff perform under my supervision to ensure the marina operates within our predetermined yearly budget and profit and loss expectations.

- Management of cash flow and Daily reconciliations – **all** transactions for the day are reconciled and banked, whether they be as modest as usage of the showers or yearly berthing fee payments. I am ultimately responsible for all cash on the marina, fuel wharf floats, change for laundry and petty cash. I oversee the handling and reconciling of all these monies.
- The annual review of operating accounts, commence budget process for next financial year for operating accounts, capital works and marketing are done by myself annually. This review forms the basis of the next FY budget.
- Daily monitoring of both XXX storage, XXX storage and wet boat berthing occupancy via our berthing software, XXX. I oversee all accounts XXX to ensure the recurring fees have been correctly set and appropriate invoices have been raised. I also review yearly prepaid agreements and negotiate with the boat owner on the proposed new yearly rate.
- I review the monthly operating budgets and accounts such as the Profit & Loss information. Any variances outside of my budget are review and investigated. I forward my findings to my manager as required.
- Monthly review of all debtors, both land based tenants and dry/wet berthing customers. As required, I will contact our debtors and have them settle their account. I also work with certain debtors to arrange for part payments or other arranges during their financial difficulties.
- I review of all current and near-future capital works projects to ensure their timely and cost effective delivery.
- I am charged with reviewing the Quarterly operating accounts with my manager.

Working with my manager, I review and set all berthing fees and charges to be implemented in the next financial year according to boat/berth size and type. Authority to vary the rates once set must be approved by me or my manager.

All purchasing is controlled and monitored by me by way of competitive tendering processes for major works including capital expenses and the negotiation of on-going supply contracts where required. This process also requires me to approve all invoices once verified and matched to the required product or service. All expenses are done

within a budget that is agreed upon by the board of directors. I have the authority to commit the company to purchases up to \$XXX and, with approval, much larger amounts with supporting documentation. Recent examples CAPEX purchasing I have facilitated includes a XXX for \$XXX, a new XXX for the marina XXX for \$XXX and XXXX for \$XXX.

We shortly will be upgrading our XXX at a cost of approx. \$XXX. My manager has tasked me with the Project Management role for this project. Annual capital expenditure budgets can be up to \$XXX per annum dependant on the work required in an upcoming financial year.

Appendix:

- 1.1. Screen shot of our cash management system used daily to enter all financial transactions and fuel reconciliation. I use this program to review the transactions, fuel accounts and cash sales. I also need to explain any variances to my manager and accountant.
- 1.2. These are some recently completed CAPEX applications. These are forwarded to My manager and Financial Controller for approval. The normal process is that I will source contractors, review the quotations, submit the CAPEX request and then engage the contractor to perform the works. Once completed I will sign off the invoice for payment.
- 1.3. This is quotation for Major CAPEX works at the marina. I have been working on this project for almost XXX years. I have been liaising with the equipment provider, electricians, plumbers and XXXX authority during this period. The project is due for completion by XXXX.
- 1.4. This is a sample of one of the many letters I send to members regarding renewal of yearly agreements.

2. Manage People

Working with my manager I have responsibility to hire and performance manage all on-site staff employed by our marina, currently some XXX people. I regularly engage all staff through staff meetings or individually as required.

For recruitment we use a talent management software called XXX. Any responses to our online recruitment ads are forwarded to XXX where I will review and either reject or approve their job application. The system auto responds to the unsuccessful candidates which makes for a very smooth process. I call the first round successful candidates for a phone interview.

I then progress the suitable ones to a face to face interview at the marina which normally I have my manager attend.

I create the staff rosters which is managed via a software program called 'XXX. All rostering, leave and payroll matters are handled in this system. This system allows staff to clock on/off daily by using a finger scanner which is then used to calculate the hours worked, particularly with casual staff. Various types of leave applications are also

handled through this system. I am charged with the correct operation of XXXX at the marina.

We use a HR software program called XXX to manage our staff's experience and qualifications, employment history and personal information. As staff gain more qualifications I will update their profile on XXX. We also use XXX to store staff's private information.

It is my role to arrange for our staff and tenants to be trained by external professionals in such areas as Fire Safety, First Aid, XXX licences and working at heights safety. I regularly conduct training drills with staff including use of the fire pumps, vessel salvage and mock emergency situations. I keep records via our HR software XXX of what qualifications and accreditations each staff member holds and when they will be due for renewal.

Appendix:

2.1. This is a screen shot of the HR software program XXX which is used to manage the staff from a HR perspective, qualifications and experience.

2.2. This is a screen shot of XXX which is the management tool for leave and attendance. I approve all of the staff's shift via XXX and monitor and approve any leave requests via the system. I upload the rosters into XXX monthly.

2.3 This is a sample of our monthly staff roster for the marina. I send this to the staff as required and normally with a couple of paragraphs about staff related news or training.

2.4 Minutes from a recent team meeting I held with my staff. We hold team meetings once a month and additional meetings on certain days if there is a special event such as XXX meetings or similar.

3. Manage Facilities.

As well as the longer term issues that impact the marina I also have direct input and control on the day-to-day repairs, maintenance and asset management of the facility. I prepare a fully budgeted and chronological maintenance plan which is then broken down into appropriate areas for R&M of the various parts of the property. This programmed maintenance system allows us to programme and monitor the various works in advance in each specific area of the facility. Weekly maintenance tasks are then allocated off this programme and followed up to the conclusion of the job.

I review all parts of the property to ensure we are receiving optimum yield. A good example of this was that we were getting very little yield from a couple of berths that were in an XXX location. I was able to convert these into XXX storage on pontoons. This move to XXX storage increased the yield on these berths by XX% and provided an additional service to our boat owners and a new income stream for the marina.

We conduct regular safety site audits to identify any hazards and risks and log all potential areas of concern via our group wide cloud based safety and compliance reporting software system called XXX. I work with the group safety manager to ensure the property is compliant in all areas of safety. I manage the works as required to rectify/ remediate wherever possible.

At our marina we operate our own XXX system, fire XXX system manage the ongoing inspections and certification of this firefighting system.

We operate a single XXXT capacity forklift under a strict maintenance regime to ensure uninterrupted service. I arrange for the preventive maintenance of the machine to ensure it is most reliable.

I encourage our staff to take a proactive approach to identifying maintenance issues such as plumbing or electrical issues. Either myself or my assistant will contact the applicable tradesperson to attend the site and fix the problems. Once completed I will approve the invoices and forward for payment.

Appendix:

3.1 This is the homepage of our XXX online reporting program which I use to report incidents and hazards on the property.

3.2 sample of recent job lists for the dock masters. This is a live document and is constantly update and renewed.

3.3. This is a recent copy of an invoice with the description of the works that were performed on the forklift. It is important that I have a good overall understanding of the forklift and it major components to ensure the works are performed correctly and within expected budgets.

3.4 I reviewed and updated this forklift rack movements record so that it includes pre and post operation checks. The previous version had no safety checks on it. This document is used every day by the forklift operator to record the movements within the XXX facility.

3.5. This is a chronologically maintenance budget template that I use when creating maintenance schedules. We program most works outside of the XXX period. We also have recurring works set such as pothole repairs in the car park to be completed during the XXX season.

3.6. Installing the XXX pontoons in the XXX location increased the yield for this space by X%. Over the last X years I have added XXX pontoon systems to the marina.

3.7 Picture of XXX pontoons in XXX location.

4 -> 6

7 -> 11 as required.