



2013 Staffing Report Convention Centers

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IAVM 2013 Staffing Survey Report

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Table of Contents

	Page No.
Background	5
Methodology	6
Analytical Note and Functional Areas Investigated	8
Executive Summary	11
Important Note	15
Detailed Findings	
Average Number of Total Employees	16
Average Number of Total Employees by Functional Area	19
Total Convention Centers	21
Size of Convention Center - Large	22
Size of Convention Center - Medium	23
Size of Convention Center - Small	24
Market Tier - 1st Tier	25
Market Tier - 2nd Tier	26
Market Tier - 3rd Tier	27
Part of a Complex - Yes	28
Part of a Complex - No	29
Management - Public (Government/Authority)	30
Management - Not Public (Management Company/Non-Profit/Independent)	31
Usage of Interns	32
Workplace Diversity	33

BACKGROUND

During the past two years, IAVM has fielded several questions regarding a multitude of industry staffing issues. To address these issues and to advance and share our knowledge of managing venues, this staffing level survey was designed to learn what it takes to operate specific functional areas of convention centers, arenas, stadiums and performing arts centers.

The survey was **NOT** intended to provide an exact count of the number of total employees, but rather to assess the number of employees it takes to run each functional area (i.e., how many employees do you have in your Technology/IT department?).

Due to the wide variety of approaches to operating some functional areas and the complexity in trying to obtain comparable measures across venues, some obvious functional areas were omitted intentionally. Food and Beverage operations, for example, are far too diverse to reliably measure the number of employees required. For similar reasons, executive management positions were also omitted intentionally.

In short, this survey was designed to measure the total number of full-time employees (or full-time equivalents) and the total number in certain, key functional areas. It was not designed to determine the total number of full-time employees required in every possible functional area; as such, we limited the number of functional areas to the 27 considered most important across all venue types.

Corollary objectives were to gauge the diversity of full-time staffs at venues, and to report on the usage of paid or unpaid interns.

METHODOLOGY

Using an internet-based platform provided by PeerFocus, the IAVM 2013 Staffing Survey was conducted from June 24 through August 5, 2013 with 1,337 IAVM member venues.

A total of 216 completed surveys were obtained (69 convention centers, 79 arenas, 53 performing arts centers and 15 stadiums) for a response rate of 16%.

The survey results are examined by several groupings, in order to make this report more meaningful to you. The number of convention centers included in each group is shown below.

Sample of Convention Centers That Participated			
Size of Venue (gross sq. ft. of exhibit space)		Market Tier	
Large (Over 500,000)	16	1st	24
Medium (100,000 to 500,000)	24	2nd	21
Small (Less than 100,000)	29	3rd	23
Venue is:		Management	
Part of a complex	21	Public Management (Government/Authority)	45
Not part of a complex	48	Not Public Management (Management Company/ Non-Profit/ Other)	24
Note: Sum may not add to total due to non-response			

The data collection and calculation process was a very extensive multi-step process. In the initial data collection process, significant effort was made to ensure that obvious errors or missing responses in the data were followed up and corrected. Averages and standard deviations were calculated and responses that did not fall within 2 standard deviations of the average were excluded. (Standard deviation is a statistical tool used to measure variability or spread of a sampling of data. In an analysis of collected data, there can be concern about the validity of survey conclusions should there be certain data that are dramatically different than all of the other collected data. A statistical rule-of-thumb for the type of data collected is that approximately 95% of the data falls within two standard deviations of the calculated average.)

The survey is attached to this Report for your reference.

We hope you will find the following information useful and we encourage you to participate in future surveys. Should you have any questions on the Report, please contact Frank Ingoglia at Frank.Ingoglia@iavm.org.

ANALYTICAL NOTE AND FUNCTIONAL AREAS INVESTIGATED IN THE SURVEY

On all tables included in this report:

Data is not shown when base sizes are 3 or less.
Percentage totals may not add to 100% due to rounding.

Data indicating the number of employees throughout this report are presented as “Full-time Equivalent (FTE)”; 2,080 hours worked by permanent, part-time or permanent casual staff is the equivalent of 1 full-time employee.

Important Note: The figure for the average number of staff contained in the tables presented in this report represents the average at convention centers that reported having staff in the functional area. It should not be construed that the figure shown represents the average at all convention centers. In fact, many convention centers have no staff in certain functional areas.

The 27 functional areas covered in this survey, along with further description provided to respondents are:

GENERAL ADMINISTRATION

Legal/General Counsel: *Include those in your Legal department. For this survey, do not include any Legal staff whose primary responsibility is in procurement/purchasing; please include those personnel in the Procurement/Purchasing section below.*

Procurement/Purchasing: *Include those that oversee suppliers, service providers, equipment purchases; prepare and/or review requests for proposals; negotiate contract terms and conditions with suppliers; include capital and non-capital purchasing agents.*

Finance/Accounting: *Include those involved in finance or accounting functions.*

Technology/IT: *Include those in your IT/Technology department.*

Human Resources (HR): *Include those in your HR department.*

BUSINESS DEVELOPMENT

Development/Fundraising/Sponsorship: *Include those that work to raise the contributed revenue budget goal, manage capital and endowment campaigns, and/or fundraise, secure and fulfill sponsorships from business sources.*

Education/Outreach: *Include those in educational, family and community outreach programs.*

Public Relations/Communications: *Include those in public relations and corporate communications, government relations/public affairs. Do not include social media strategy here, record those in the line below.*

Social Media: *Include those that operate your social media strategies.*

SALES/BOOKING AND MARKETING

If the roles of Sales and Marketing are separated for your organization at this level, report separately in (9) and/or (10).

Sales/Booking and Marketing (involved in sales/booking and marketing): *Include those in both sales and marketing. Do not include PR or communications personnel.*

Sales/booking (not involved in marketing): *Include those in sales but not marketing. Do not include PR or communications personnel.*

Marketing (not involved in sales/booking): *Include those in marketing but not sales. Do not include PR or communications personnel.*

Special Events Programming/Entertainment Contracting: *Include those involved in selecting and contracting for programming on which the venue takes an “at risk” position, as opposed to programming produced or presented by rental clients or resident tenants.*

BUILDING SERVICES AND ENGINEERING/MAINTENANCE

Engineering/Maintenance (physical plant, carpenter, painter, maintenance, mechanic, plumber, construction, etc.): *Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using maintenance staff that you hired specifically for a particular event, do not count these employees.*

Housekeeping/Custodial: *Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using custodial staff that you hired specifically for a particular event, do not count these employees.*

Groundskeepers: *Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for groundskeeping staff that you hired specifically for a particular event, do not count these employees.*

GUEST OPERATIONS

Ticket/Box Office: Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using ticketing staff that you hired specifically for a particular event, do not count these employees.

Merchandise/Retail Operations: Do not include any involved in Food and Beverage or in the Business Center. Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using retail staff that you hired specifically for a particular event, do not count these employees. If you bring in part-time personnel to staff retail outlets that are only open on event days, at no minimum chargeback to show management, do count these employees.

Guest/Patron/Client Services/House Manager: Include those involved in admissions/guest services day-of-event staff, or direct delivery of patron service related amenities and programs.

Ushers: Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using ushers hired specifically for a particular event, do not count these employees.

SECURITY

Security: Include guards, patrol officers and supervisors, excluding those engaged in event security or guest/patron management. Do not include any for which you generate billable revenue on event days.

Parking Attendants: Do not include parking attendants that serve in a security role. We are interested only in those whose responsibility is directing patrons in the parking areas. Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using parking staff that you hired specifically for a particular event, do not report these employees.

EVENT PERSONNEL

Event Managers/Event Coordinators (junior or senior level): Include those in overall planning and coordination of venue services for assigned events.

Set-up/Conversion: Do not include any for which you generate billable revenue on event days. For example, if you bill your customers for using setup/conversion staff that you hired specifically for a particular event, do not count these employees.

In-house Food and Beverage FULL-TIME Staff: Include only Full-time staff involved in Food & Beverage operations.

Production Management: Include Full-time, permanent Part-time and permanent casual personnel that manage stage operations and production departments such as technical director, director of logistics, stage department head, etc. If you have stage technicians or theater technicians that also run the events, include them here. If you have stage technicians or theater technicians that do not also run the events, include them in Set-up/Conversion.

In-House Broadcast Department: Mostly applicable to arenas and stadiums. Include those that broadcast your games internally within your venue, including instant replay, in-event entertainment packages, or broadcast information to the field or over any media. Do not include commercial broadcast personnel.

EXECUTIVE SUMMARY

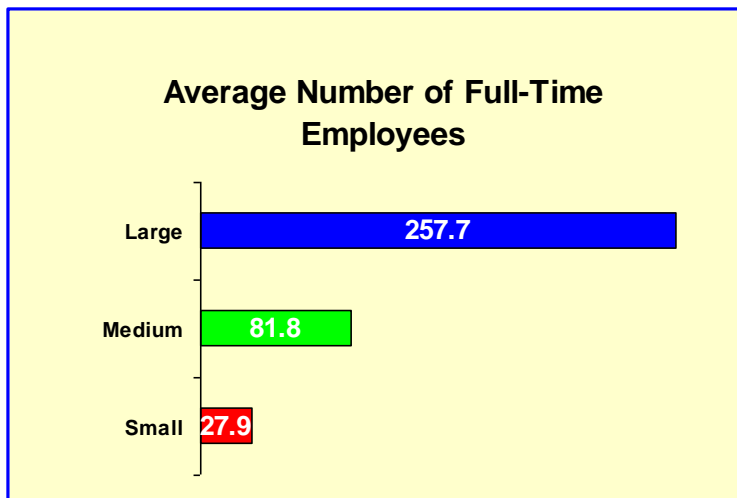
Background

- 1,337 IAVM member venues included in the survey sample
- Surveys conducted from June 24 through August 5, 2013
- 216 completed surveys, 16% response rate
- 69 convention centers participated

Key Findings

- **90** The average total number of full-time employees (or full-time equivalents) that work at convention centers.

Note: This includes all employees such as executive management positions and others in functional areas that were not included in the functional areas investigated separately.



Large convention centers require 3 times as many full-time employees as medium ones, which in turn require three times the number as smaller ones.

EXECUTIVE SUMMARY (continued)

- **51%** Convention centers that report using paid and/or unpaid interns; 25% use paid interns and 30% use unpaid interns. On average, 3 interns are used each fiscal year at those convention centers that utilize this resource.
- Convention Center Workplace Diversity:

41% Female

25% Black/African American

15% Hispanic

2% Asian

The tables on the following two pages of this Executive Summary contain data for the average number of total employees (full-time equivalent) for each of the 26 functional areas applicable to convention centers, in total and by each subgroup side by side.

Pages 21-31 contain this data with additional statistics included (minimum, median, maximum, 25th and 75th percentiles).

IMPORTANT NOTE: Due to the small base sizes of the subgroups for which we are reporting the results, and the potential for skewness within each subgroup on such criteria as venue size, market size, etc., one should not draw comparative conclusions when examining the results between venues that are part of a complex/not part of a complex and management type (public vs. private).

Average Number of Total Employees (full-time equivalent) by Functional Area: Summary by Subgroups

	Average at Total Reporting Convention Centers				1st Tier Market	2nd Tier Market	3rd Tier Market
		Large	Medium	Small			
Average Number of Total Employees (Full-time Equivalent) By Functional Area							
GENERAL ADMINISTRATION							
Legal/General Counsel	3.0	3.5			3.9		
Procurement/Purchasing	2.1	3.5	1.7	1.7	3.1	1.0	2.5
Finance/Accounting	4.2	11.0	3.6	2.2	8.7	2.7	2.2
Technology/IT	3.1	12.4	2.2	1.7	4.4	1.6	
Human Resources	2.4	4.3	2.2	1.3	3.8	1.0	1.4
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	1.8	3.3			3.4		
Education/Outreach	2.7						
Public Relations/Communications	2.0	3.1	1.0	1.4	2.5		1.1
Social Media	1.0	1.1	1.0	1.0	1.0	1.0	1.0
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	3.6	9.8	3.5	1.8	7.1	2.5	2.0
Sales/Booking Alone	3.9	7.3	3.9	3.2	6.5	3.7	1.8
Marketing Alone	1.5	2.5	1.4	0.9	2.0	1.2	1.1
Special Events Programming/Entertainment Contracting	1.9	3.8	1.6		2.0		
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	9.8	47.8	8.3	3.5	28.7	4.9	2.8
Housekeeping/Custodial	8.4	39.1	9.1	4.7	22.5	5.7	4.5
Groundskeepers	3.8	5.5	2.6	3.6	5.1	2.8	
GUEST OPERATIONS							
Ticket/Box Office	1.7	5.6	1.4	1.3	2.2	1.7	1.3
Merchandise/Retail Operations	1.7						
Guest/Patron/Client Services/House Manager	7.1	14.8	3.3	5.2	10.6	1.6	
Ushers	16.5						
SECURITY							
Security	16.4	44.4	14.4	4.5	36.6	7.1	4.4
Parking Attendants	5.0	11.9	5.0		8.7	2.2	
EVENT PERSONNEL							
Event Managers/Event Coordinators	5.6	13.1	5.7	3.2	9.7	4.6	2.6
Set up/Conversion	12.8	39.4	11.3	6.7	29.8	9.6	5.6
In-house Food and Beverage Full Time Staff	5.9		5.8	6.2		4.0	5.9
Production Management	2.5		6.7	2.0		8.1	1.5

Average Number of Total Employees (full-time equivalent) by Functional Area: Summary by Subgroups (continued)

	Average at Total Reporting Convention Centers	Part of a Complex	Not Part of a Complex	Management: Public	Management: Not Public
Average Number of Total Employees (Full-time Equivalent) By Functional Area					
GENERAL ADMINISTRATION					
Legal/General Counsel	3.0	2.0	4.0	3.7	
Procurement/Purchasing	2.1	2.7	1.9	1.9	2.7
Finance/Accounting	4.2	3.7	4.4	4.2	2.6
Technology/IT	3.1	4.6	2.7	3.9	1.5
Human Resources	2.4	4.2	2.3	2.4	1.6
BUSINESS DEVELOPMENT					
Development/Fundraising/Sponsorship	1.8		1.9	2.0	
Education/Outreach	2.7				
Public Relations/Communications	2.0	3.7	2.0	2.1	1.6
Social Media	1.0	1.2	1.0	1.0	1.1
SALES/BOOKING AND MARKETING					
Both Sales/Booking and Marketing	3.6	2.9	3.6	3.1	3.4
Sales/Booking Alone	3.9	4.3	3.8	3.6	3.9
Marketing Alone	1.5	1.6	1.4	1.8	1.0
Special Events Programming/Entertainment Contracting	1.9	3.2	1.5	1.3	
BUILDING SERVICES AND ENGINEERING MAINTENANCE					
Engineering/Maintenance	9.8	8.0	10.4	10.1	4.2
Housekeeping/Custodial	8.4	7.2	8.9	9.1	6.0
Groundskeepers	3.8	4.9	2.8	3.3	3.8
GUEST OPERATIONS					
Ticket/Box Office	1.7	5.2	1.5	1.6	1.6
Merchandise/Retail Operations	1.7		1.7		
Guest/Patron/Client Services/House Manager	7.1	12.4	5.2	8.4	1.4
Ushers	16.5				
SECURITY					
Security	16.4	15.3	16.7	19.7	9.0
Parking Attendants	5.0		5.8	6.7	2.3
EVENT PERSONNEL					
Event Managers/Event Coordinators	5.6	4.9	5.6	5.9	3.5
Set up/Conversion	12.8	11.1	13.3	16.1	8.4
In-house Food and Beverage Full Time Staff	5.9	2.8	6.9	5.2	6.8
Production Management	2.5	2.0	6.8	2.3	3.0

IMPORTANT NOTE

The report includes data among total convention centers, and by venue size, market size, whether or not it's part of a complex and type of management (public vs. private).

Due to the small base sizes of the subgroups for which we are reporting the results, and the potential for skewness within each subgroup, one should not draw comparative conclusions when examining the results between venues that are part of a complex/not part of a complex and management type (public vs. private).

DETAILED FINDINGS

Average Number of Total Employees

Our first staffing objective was to identify the total number of full-time employees (or full-time equivalents) that work at convention centers. Managers were asked to provide:

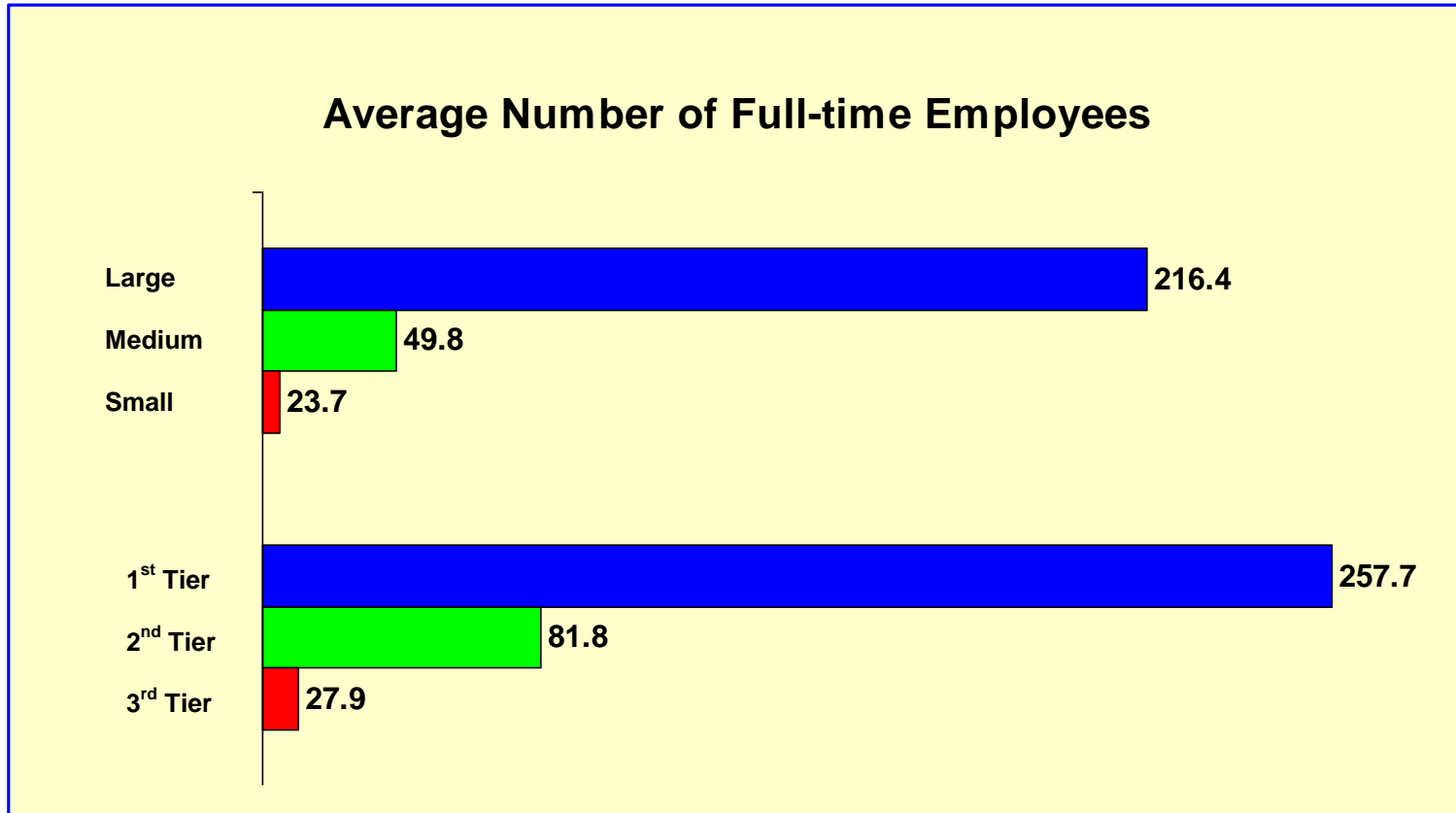
- Total **number** of Full-time employees - Include all Full-time employees in all positions included in the budget, regardless of functional area. For employees with multiple job responsibilities, count this individual only once.
- Total number of **annual hours** of Part-time employees - Include all permanent part-time and permanent casual part-time employee hours. Do **not** include any contract or consulting employees or intern hours.

About **71** full-time and **19** permanent part-time employees were reported working at the convention centers surveyed, for a total of **90** full-time equivalent employees.

Note: This includes all employees such as executive management positions and others in functional areas that were not included in the functional areas investigated separately.

While it's not at all surprising that the number of full-time employees required increases with the size of the venue or the market, the magnitude of the difference is worth highlighting.

Large convention centers require 3 times as many full-time employees as medium convention centers, which in turn require three times the number of employees in small ones. A similar pattern is evident by market size.



Average Number of Total Employees at Reporting Convention Centers

The table below includes employee data among total reporting convention centers, and by each key subgroup.

	Full-time	Permanent Part-time (FTE)	Total (FTE)	# of Reporting Venues
Average Number of Total Employees at Reporting Convention Centers				
Total	70.6	19.1	89.8	67
Size of Venue				
Large	188.3	69.4	257.7	15
Medium	64.6	17.2	81.8	23
Small	21.5	6.4	27.9	28
Market Tier				
1st	161.7	54.6	216.4	23
2nd	36.5	13.4	49.8	20
3rd	17.8	6.0	23.7	22
Venue is:				
Part of a complex	67.3	13.8	81.0	20
Not part of a complex	72.1	21.2	93.3	47
Management				
Public Management (Government/Authority)	62.4	25.3	87.7	43
Not Public Management (Management Company/ Independent/ Non-Profit)	29.3	24.7	54.0	20

FTE = Full-time Equivalent

Average Number of Total Employees by Functional Area

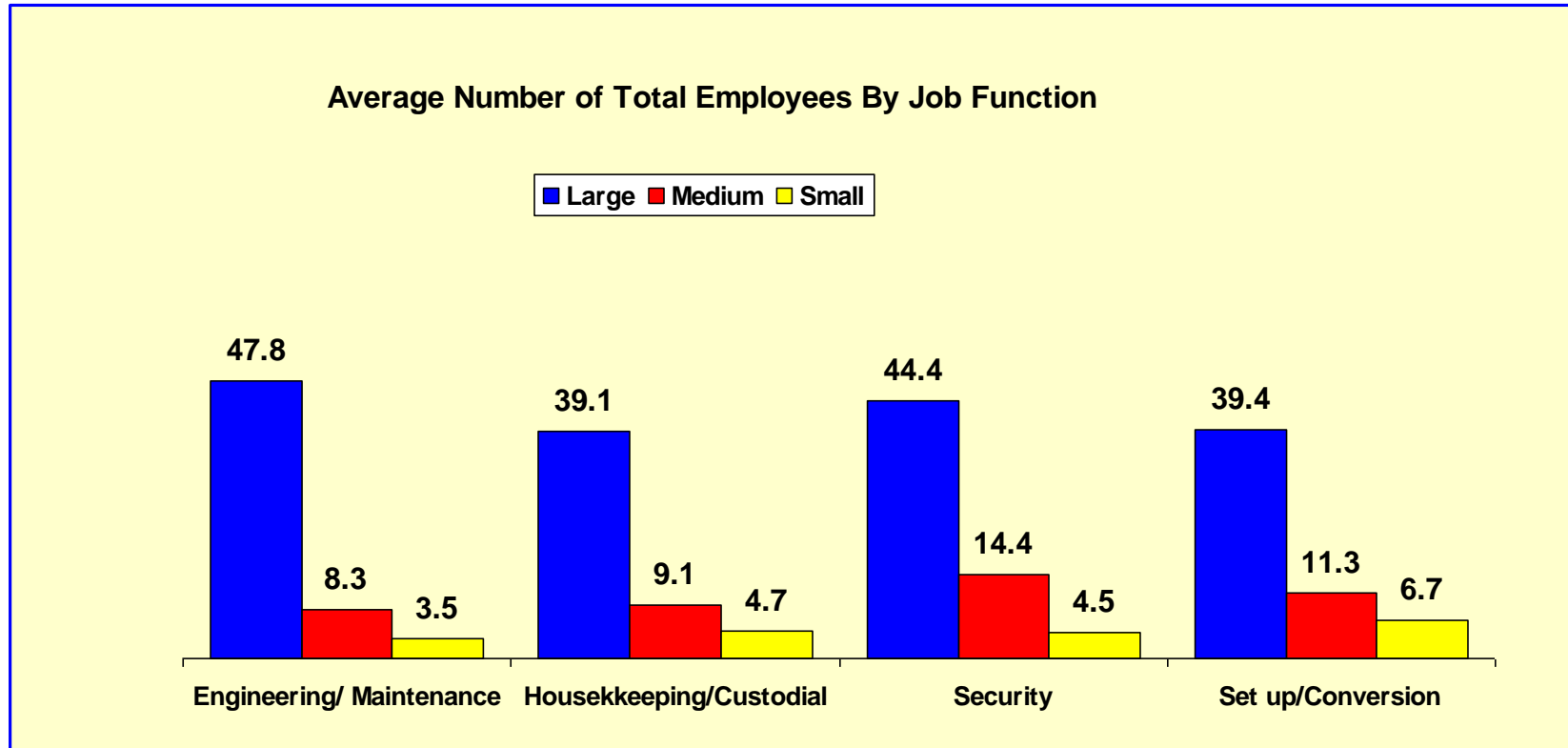
Our second staffing objective was to identify the total number of full-time employees (or full-time equivalents) that work in specific functional areas at convention centers. Managers were provided the following instructions when responding to this section:

When asked to provide the number of employees in this section:

- If you are uncertain, please provide your best estimate.
- Include the number that is currently included in your budget. For example, if your IT department has budgeted 4 employees but 1 position is currently unfilled, your answer would be 4.
- Include only Full-time or permanent Part-time and casual Part-time employees. Do not include any contract or consulting employees or interns.
- Do **not** include any employees for which you generate billable revenue on event days. For example, if you bill your customers for using custodial staff that you hired specifically for a particular event, do **not** count these employees; if you bring in part-time personnel to staff retail outlets that are only open on event days, at no minimum chargeback to show management, do count these employees.
- At some venues, an employee may be engaged in activities supporting more than one **functional area**. For employees with multiple job responsibilities, please count this individual only once, and count the employee in the functional area which is his/her primary responsibility or the one dedicated responsibility (s)he has. We do **not** want to divide this individual into fractional components. Each employee should be counted one time only.
- At some venues, an employee may be engaged in activities that pertain to more than one **type of venue**. For this type of employee, please count this individual as 1 employee at this venue in the functional area which is his/her primary responsibility or the one dedicated responsibility (s)he has. Do **not** use a fractional number. Although (s)he may be responsible for multiple venue types, it will be fair to say that this venue requires that someone work in that functional area.

Important Reminder: Due to the wide variety of approaches to operating some functional areas and the complexity in trying to obtain comparable measures across venues, some obvious functional areas were omitted intentionally. Food and Beverage operations, for example, are far too diverse to reliably measure the number of employees required. For similar reasons, executive management positions were also omitted intentionally.

Although the base sizes are small, it's worth noting that large convention centers reported greater numbers of employees in engineering/maintenance, housekeeping/custodial, security and set-up/conversion.



The tables on pages 21-31 contain data for the average number of total employees (full-time equivalent) for each of the 26 functional areas applicable to convention centers, in total and by each subgroup. In addition to the average number of employees, each table contains statistics for the minimum, median and maximum reported, as well as the 25th and 75th percentiles.

Average Number of Total Employees by Functional Area – Total Convention Centers

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel	3.0	1.0	2.0	3.1	4.0	5.0	11
Procurement/Purchasing	2.1	1.0	1.0	2.0	2.9	5.0	22
Finance/Accounting	4.2	1.0	2.0	3.0	5.0	13.0	51
Technology/IT	3.1	1.0	1.0	2.3	4.0	10.0	25
Human Resources	2.4	1.0	1.0	2.0	4.0	6.1	27
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	1.8	1.0	1.0	1.0	2.0	4.0	9
Education/Outreach	2.7	1.0	1.0	1.8	3.5	6.0	4
Public Relations/Communications	2.0	0.3	1.0	1.0	3.0	4.0	21
Social Media	1.0	1.0	1.0	1.0	1.0	1.3	17
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	3.6	1.0	1.0	2.0	4.3	11.0	41
Sales/Booking Alone	3.9	1.0	2.0	3.0	6.0	11.0	37
Marketing Alone	1.5	0.5	1.0	1.0	2.0	3.0	25
Special Events Programming/Entertainment Contracting	1.9	1.0	1.0	2.0	2.0	4.0	11
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	9.8	1.0	2.0	5.2	12.8	49.0	50
Housekeeping/Custodial	8.4	1.0	3.0	6.0	13.2	26.2	42
Groundskeepers	3.8	0.3	1.8	3.3	6.3	8.0	16
GUEST OPERATIONS							
Ticket/Box Office	1.7	0.0	1.0	1.3	2.0	5.0	14
Merchandise/Retail Operations	1.7	0.3	0.8	1.0	1.8	4.3	4
Guest/Patron/Client Services/House Manager	7.1	0.3	1.0	5.0	11.9	19.5	23
Ushers	16.5	0.5	3.1	9.7	23.1	46.3	4
SECURITY							
Security	16.4	0.4	4.5	11.0	18.9	56.9	27
Parking Attendants	5.0	0.1	1.2	4.0	6.8	15.4	13
EVENT PERSONNEL							
Event Managers/Event Coordinators	5.6	1.0	3.0	4.0	7.0	15.5	53
Set up/Conversion	12.8	1.0	5.0	8.2	14.6	56.0	41
In-house Food and Beverage Full Time Staff	5.9	1.0	2.0	5.0	8.0	18.4	17
Production Management	2.5	1.0	1.8	2.0	2.3	8.0	12

Average Number of Total Employees by Functional Area – Size of Venue – Large

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel	3.5	1.0	3.3	4.0	4.0	5.0	6
Procurement/Purchasing	3.5	1.0	2.0	2.5	4.0	9.0	9
Finance/Accounting	11.0	6.0	9.4	11.0	12.6	15.6	11
Technology/IT	12.4	2.6	4.0	6.5	15.2	35.0	8
Human Resources	4.3	1.0	2.3	4.5	6.0	8.0	8
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	3.3	1.0	1.8	3.0	4.5	6.0	4
Education/Outreach							3
Public Relations/Communications	3.1	1.0	3.0	3.1	3.8	4.0	7
Social Media	1.1	1.0	1.0	1.0	1.0	1.3	5
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	9.8	4.0	8.9	9.5	10.8	16.0	6
Sales/Booking Alone	7.3	2.1	4.9	6.0	9.0	15.0	7
Marketing Alone	2.5	1.0	2.0	2.5	3.0	4.0	6
Special Events Programming/Entertainment Contracting	3.8	1.0	1.8	3.0	5.0	8.0	4
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	47.8	12.0	28.3	37.3	71.5	102.9	10
Housekeeping/Custodial	39.1	10.0	17.6	21.0	67.4	73.0	7
Groundskeepers	5.5	2.0	2.7	7.0	8.0	8.0	5
GUEST OPERATIONS							
Ticket/Box Office	5.6	0.0	2.0	3.8	5.0	17.0	5
Merchandise/Retail Operations							2
Guest/Patron/Client Services/House Manager	14.8	11.0	12.2	14.8	16.6	19.5	6
Ushers							1
SECURITY							
Security	44.4	10.0	21.0	46.4	62.3	80.0	8
Parking Attendants	11.9	4.5	5.8	6.8	15.4	27.1	5
EVENT PERSONNEL							
Event Managers/Event Coordinators	13.1	8.0	11.7	13.0	14.6	18.0	10
Set up/Conversion	39.4	8.7	13.0	40.0	60.4	83.4	9
In-house Food and Beverage Full Time Staff							1
Production Management							3

Average Number of Total Employees by Functional Area – Size of Venue – Medium

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							2
Procurement/Purchasing	1.7	1.0	1.0	1.0	2.5	3.0	7
Finance/Accounting	3.6	1.0	2.0	3.0	4.0	10.0	19
Technology/IT	2.2	1.0	1.0	1.5	2.9	7.0	12
Human Resources	2.2	1.0	1.0	1.0	3.8	4.1	14
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship							3
Education/Outreach							0
Public Relations/Communications	1.0	0.3	1.0	1.0	1.0	2.0	8
Social Media	1.0	1.0	1.0	1.0	1.0	1.0	6
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	3.5	1.0	1.6	2.0	5.0	8.0	13
Sales/Booking Alone	3.9	1.0	2.0	3.0	5.5	11.0	15
Marketing Alone	1.4	0.7	1.0	1.0	2.0	3.0	11
Special Events Programming/Entertainment Contracting	1.6	1.0	1.0	2.0	2.0	2.0	5
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	8.3	1.0	2.8	6.3	13.0	21.3	20
Housekeeping/Custodial	9.1	1.0	3.0	8.2	13.9	23.7	16
Groundskeepers	2.6	0.5	1.5	2.0	4.0	5.0	7
GUEST OPERATIONS							
Ticket/Box Office	1.4	0.1	1.2	1.2	1.4	3.0	5
Merchandise/Retail Operations							1
Guest/Patron/Client Services/House Manager	3.3	0.3	1.0	1.0	4.8	9.9	10
Ushers							3
SECURITY							
Security	14.4	0.4	9.0	13.0	15.8	43.6	11
Parking Attendants	5.0	0.1	2.4	3.9	6.7	12.4	6
EVENT PERSONNEL							
Event Managers/Event Coordinators	5.7	2.0	4.0	4.6	7.0	13.0	18
Set up/Conversion	11.3	3.0	6.3	8.9	14.7	25.7	16
In-house Food and Beverage Full Time Staff	5.8	1.0	4.0	5.5	7.3	11.0	4
Production Management	6.7	1.0	2.0	3.0	8.0	19.4	5

Average Number of Total Employees by Functional Area – Size of Venue – Small

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							3
Procurement/Purchasing	1.7	1.0	1.0	2.0	2.0	3.0	7
Finance/Accounting	2.2	1.0	1.0	2.0	3.0	5.0	22
Technology/IT	1.7	1.0	1.0	1.5	2.2	3.0	6
Human Resources	1.3	1.0	1.0	1.0	1.8	2.0	6
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship							3
Education/Outreach							1
Public Relations/Communications	1.4	1.0	1.0	1.0	2.0	2.1	5
Social Media	1.0	1.0	1.0	1.0	1.0	1.0	6
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	1.8	1.0	1.0	1.0	2.0	4.3	21
Sales/Booking Alone	3.2	1.0	1.8	2.4	5.3	6.0	16
Marketing Alone	0.9	0.5	1.0	1.0	1.0	1.0	8
Special Events Programming/Entertainment Contracting							3
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	3.5	1.0	1.8	3.0	5.0	7.5	21
Housekeeping/Custodial	4.7	1.0	2.0	4.4	6.0	13.7	20
Groundskeepers	3.6	0.3	0.8	3.5	6.3	7.1	4
GUEST OPERATIONS							
Ticket/Box Office	1.3	0.5	1.0	1.0	2.0	2.0	5
Merchandise/Retail Operations							1
Guest/Patron/Client Services/House Manager	5.2	0.7	0.9	3.0	5.0	16.2	5
Ushers							0
SECURITY							
Security	4.5	1.0	2.8	3.8	7.0	10.0	9
Parking Attendants							3
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.2	1.0	2.0	3.0	4.0	6.4	25
Set up/Conversion	6.7	1.0	3.6	6.0	8.2	18.0	17
In-house Food and Beverage Full Time Staff	6.2	1.0	1.9	5.1	8.1	18.4	12
Production Management	2.0	1.0	1.3	2.0	2.0	4.0	6

Average Number of Total Employees by Functional Area – Market Tier – 1st Tier

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel	3.9	3.0	3.5	4.0	4.0	5.0	7
Procurement/Purchasing	3.1	1.0	1.8	2.0	4.0	9.0	16
Finance/Accounting	8.7	1.0	3.5	9.8	12.1	16.0	19
Technology/IT	4.4	1.0	2.3	3.5	6.5	10.0	14
Human Resources	3.8	1.0	2.6	4.0	4.8	8.0	14
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	3.4	1.0	2.0	4.0	4.0	6.0	5
Education/Outreach							3
Public Relations/Communications	2.5	1.0	1.0	3.0	3.8	4.0	13
Social Media	1.0	1.0	1.0	1.0	1.0	1.0	7
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	7.1	2.0	4.4	7.9	9.8	11.0	10
Sales/Booking Alone	6.5	2.1	4.4	5.5	8.0	15.0	12
Marketing Alone	2.0	1.0	1.0	2.0	2.8	4.0	10
Special Events Programming/Entertainment Contracting	2.0	1.0	1.3	2.0	2.0	4.0	6
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	28.7	1.0	13.0	22.2	37.0	81.0	17
Housekeeping/Custodial	22.5	2.0	10.0	15.5	21.0	68.4	13
Groundskeepers	5.1	2.0	2.5	5.5	7.3	8.0	8
GUEST OPERATIONS							
Ticket/Box Office	2.2	0.0	0.1	2.0	3.8	5.0	5
Merchandise/Retail Operations							3
Guest/Patron/Client Services/House Manager	10.6	1.0	5.0	11.4	14.9	19.5	13
Ushers							2
SECURITY							
Security	36.6	10.0	15.8	30.4	53.6	80.0	14
Parking Attendants	8.7	4.5	6.1	7.2	11.2	15.4	6
EVENT PERSONNEL							
Event Managers/Event Coordinators	9.7	1.9	7.0	11.0	13.0	15.5	17
Set up/Conversion	29.8	6.8	13.0	25.0	40.2	60.5	13
In-house Food and Beverage Full Time Staff							2
Production Management							3

Average Number of Total Employees by Functional Area – Market Tier – 2nd Tier

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							0
Procurement/Purchasing	1.0	1.0	1.0	1.0	1.0	1.0	4
Finance/Accounting	2.7	1.0	2.0	2.1	4.0	5.0	16
Technology/IT	1.6	1.0	1.0	1.0	2.2	3.0	8
Human Resources	1.0	1.0	1.0	1.0	1.0	1.0	8
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship							2
Education/Outreach							1
Public Relations/Communications							3
Social Media	1.0	1.0	1.0	1.0	1.0	1.0	5
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	2.5	1.0	1.0	1.6	2.0	8.0	13
Sales/Booking Alone	3.7	1.0	2.0	3.5	5.8	7.0	14
Marketing Alone	1.2	0.7	1.0	1.0	1.0	2.0	9
Special Events Programming/Entertainment Contracting							2
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	4.9	1.0	3.0	5.0	6.9	12.0	18
Housekeeping/Custodial	5.7	1.0	3.1	5.4	6.8	13.6	14
Groundskeepers	2.8	0.5	1.0	2.0	4.5	6.0	7
GUEST OPERATIONS							
Ticket/Box Office	1.7	1.0	1.2	1.3	1.8	3.0	4
Merchandise/Retail Operations							1
Guest/Patron/Client Services/House Manager	1.6	0.3	1.0	1.0	2.0	4.1	7
Ushers							1
SECURITY							
Security	7.1	1.0	3.8	4.9	11.0	13.5	9
Parking Attendants	2.2	0.1	1.2	2.0	3.9	4.0	5
EVENT PERSONNEL							
Event Managers/Event Coordinators	4.6	2.0	3.0	4.0	5.0	13.0	17
Set up/Conversion	9.6	2.0	5.3	8.9	13.0	25.7	18
In-house Food and Beverage Full Time Staff	4.0	1.0	1.0	2.0	5.0	11.0	5
Production Management	8.1	2.0	2.8	5.5	10.9	19.4	4

Average Number of Total Employees by Functional Area – Market Tier – 3rd Tier

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							3
Procurement/Purchasing	2.5	2.0	2.0	2.5	3.0	3.0	4
Finance/Accounting	2.2	1.0	1.0	2.0	3.0	5.0	17
Technology/IT							3
Human Resources	1.4	1.0	1.0	1.0	2.0	2.0	5
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship							3
Education/Outreach							0
Public Relations/Communications	1.1	0.3	1.0	1.0	1.0	2.0	5
Social Media	1.0	0.3	1.0	1.0	1.0	2.0	6
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	2.0	1.0	1.0	2.0	2.0	4.3	17
Sales/Booking Alone	1.8	1.0	1.0	2.0	2.0	3.0	10
Marketing Alone	1.1	0.5	1.0	1.0	1.0	2.0	6
Special Events Programming/Entertainment Contracting							3
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	2.8	1.0	1.1	2.0	3.5	7.3	15
Housekeeping/Custodial	4.5	1.0	2.0	4.0	5.5	13.7	15
Groundskeepers							1
GUEST OPERATIONS							
Ticket/Box Office	1.3	0.5	1.0	1.2	2.0	2.0	5
Merchandise/Retail Operations							0
Guest/Patron/Client Services/House Manager							2
Ushers							1
SECURITY							
Security	4.4	0.4	1.5	5.0	7.0	8.0	6
Parking Attendants							2
EVENT PERSONNEL							
Event Managers/Event Coordinators	2.6	1.0	1.3	2.5	3.0	6.0	18
Set up/Conversion	5.6	1.0	3.0	4.0	7.2	18.0	11
In-house Food and Beverage Full Time Staff	5.9	1.0	2.0	6.0	8.0	15.2	9
Production Management	1.5	1.0	1.0	1.5	2.0	2.0	6

Average Number of Total Employees by Functional Area – Part of a Complex – Yes

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel	2.0	1.0	1.0	2.0	3.0	3.1	4
Procurement/Purchasing	2.7	2.0	2.0	2.5	3.0	4.0	6
Finance/Accounting	3.7	1.0	1.0	2.0	4.5	13.0	15
Technology/IT	4.6	2.3	2.9	3.0	5.0	10.0	5
Human Resources	4.2	1.0	1.3	3.0	5.5	11.5	6
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship							2
Education/Outreach							1
Public Relations/Communications	3.7	1.0	1.0	2.1	5.4	10.0	7
Social Media	1.2	1.0	1.0	1.0	1.0	2.0	5
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	2.9	1.0	1.0	2.0	4.0	10.0	13
Sales/Booking Alone	4.3	1.0	1.3	2.1	6.0	11.0	10
Marketing Alone	1.6	1.0	1.0	1.0	2.0	3.0	7
Special Events Programming/Entertainment Contracting	3.2	1.0	1.0	2.0	4.0	8.0	5
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	8.0	1.0	1.0	4.0	7.5	49.0	13
Housekeeping/Custodial	7.2	1.0	3.8	5.0	7.7	21.0	12
Groundskeepers	4.9	0.3	2.0	7.0	7.1	8.0	5
GUEST OPERATIONS							
Ticket/Box Office	5.2	1.0	1.2	2.0	5.0	17.0	5
Merchandise/Retail Operations							0
Guest/Patron/Client Services/House Manager	12.4	5.0	9.5	13.6	16.5	17.2	4
Ushers							1
SECURITY							
Security	15.3	0.4	1.0	8.0	10.0	56.9	5
Parking Attendants							2
EVENT PERSONNEL							
Event Managers/Event Coordinators	4.9	1.0	1.3	3.3	5.5	14.8	14
Set up/Conversion	11.1	1.0	3.5	7.2	12.3	40.2	10
In-house Food and Beverage Full Time Staff	2.8	1.0	1.5	1.9	3.1	6.5	4
Production Management	2.0	1.0	1.0	2.0	2.0	4.0	5

Average Number of Total Employees by Functional Area – Part of a Complex – No

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel	4.0	3.0	4.0	4.0	4.0	5.0	6
Procurement/Purchasing	1.9	1.0	1.0	1.5	2.1	5.0	16
Finance/Accounting	4.4	1.0	2.0	3.0	5.5	12.2	36
Technology/IT	2.7	1.0	1.0	2.0	3.3	8.0	20
Human Resources	2.3	1.0	1.0	1.5	3.8	6.1	22
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	1.9	1.0	1.0	1.0	2.5	4.0	8
Education/Outreach							3
Public Relations/Communications	2.0	0.3	1.0	1.5	3.0	4.0	16
Social Media	1.0	1.0	1.0	1.0	1.0	1.3	13
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	3.6	1.0	1.0	2.0	6.0	10.0	27
Sales/Booking Alone	3.8	1.0	2.0	3.0	5.5	7.0	27
Marketing Alone	1.4	0.5	1.0	1.0	2.0	3.0	18
Special Events Programming/Entertainment Contracting	1.5	1.0	1.0	1.5	2.0	2.0	6
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	10.4	1.0	2.8	5.2	17.0	37.6	37
Housekeeping/Custodial	8.9	1.0	3.0	6.5	13.7	26.2	30
Groundskeepers	2.8	0.5	1.3	2.3	4.0	6.0	10
GUEST OPERATIONS							
Ticket/Box Office	1.5	0.0	0.6	1.3	2.0	3.8	10
Merchandise/Retail Operations	1.7	0.3	0.8	1.0	1.8	4.3	4
Guest/Patron/Client Services/House Manager	5.2	0.3	1.0	3.0	9.5	14.9	18
Ushers							3
SECURITY							
Security	16.7	1.0	5.4	12.0	20.4	55.3	22
Parking Attendants	5.8	0.1	2.9	4.5	7.2	15.4	11
EVENT PERSONNEL							
Event Managers/Event Coordinators	5.6	1.0	3.0	4.6	7.0	14.0	38
Set up/Conversion	13.3	2.0	5.5	8.7	14.8	56.0	31
In-house Food and Beverage Full Time Staff	6.9	1.0	3.0	6.0	8.6	18.4	13
Production Management	6.8	1.0	2.0	2.0	8.0	22.0	9

Average Number of Total Employees by Functional Area – Public Management (Government/Authority)

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel	3.7	3.0	3.0	4.0	4.0	5.0	7
Procurement/Purchasing	1.9	1.0	1.0	2.0	2.0	5.0	16
Finance/Accounting	4.2	1.0	2.0	3.0	5.8	13.0	30
Technology/IT	3.9	1.0	2.0	2.9	6.3	10.0	14
Human Resources	2.4	1.0	1.0	2.0	4.0	6.1	17
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship	2.0	1.0	1.0	1.0	3.3	4.0	6
Education/Outreach							2
Public Relations/Communications	2.1	1.0	1.0	2.0	3.0	4.0	13
Social Media	1.0	1.0	1.0	1.0	1.0	1.0	11
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	3.1	1.0	1.0	2.0	4.0	10.0	24
Sales/Booking Alone	3.6	1.0	1.8	2.8	6.0	11.0	24
Marketing Alone	1.8	1.0	1.0	2.0	2.0	4.0	15
Special Events Programming/Entertainment Contracting	1.3	1.0	1.0	1.0	1.5	2.0	7
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	10.1	1.0	2.0	6.3	14.0	37.6	32
Housekeeping/Custodial	9.1	1.0	4.0	6.0	14.9	26.2	25
Groundskeepers	3.3	0.3	1.3	3.0	4.8	7.1	10
GUEST OPERATIONS							
Ticket/Box Office	1.6	0.5	1.0	1.2	2.0	3.8	7
Merchandise/Retail Operations							3
Guest/Patron/Client Services/House Manager	8.4	1.0	2.9	6.6	14.2	19.5	14
Ushers							3
SECURITY							
Security	19.7	0.4	4.0	12.2	28.4	56.9	16
Parking Attendants	6.7	1.0	2.4	5.8	10.0	15.4	7
EVENT PERSONNEL							
Event Managers/Event Coordinators	5.9	1.0	3.0	4.5	7.8	14.8	34
Set up/Conversion	16.1	1.0	5.8	9.3	16.5	60.5	28
In-house Food and Beverage Full Time Staff	5.2	1.0	1.9	6.0	7.3	11.0	7
Production Management	2.3	1.0	2.0	2.0	2.3	4.0	8

Average Number of Total Employees by Functional Area – Not Public Management (Management Company/Non-Profit/Independent)

	Average	Minimum	25th Percentile	Median	75th Percentile	Maximum	# of Reporting Venues
Average Number of Total Employees (Full-time Equivalent) By Functional Area [Figures represent averages at reporting convention centers, not all convention centers]							
GENERAL ADMINISTRATION							
Legal/General Counsel							2
Procurement/Purchasing	2.7	1.0	2.5	3.0	3.0	4.0	5
Finance/Accounting	2.6	1.0	2.0	2.2	3.0	4.4	17
Technology/IT	1.5	1.0	1.0	1.0	2.0	3.0	9
Human Resources	1.6	1.0	1.0	1.0	1.4	4.0	8
BUSINESS DEVELOPMENT							
Development/Fundraising/Sponsorship							3
Education/Outreach							1
Public Relations/Communications	1.6	0.3	1.0	1.0	2.1	3.9	7
Social Media	1.1	1.0	1.0	1.0	1.0	1.3	5
SALES/BOOKING AND MARKETING							
Both Sales/Booking and Marketing	3.4	1.0	1.0	2.0	5.6	9.0	15
Sales/Booking Alone	3.9	2.0	2.1	3.5	5.3	7.0	12
Marketing Alone	1.0	0.5	1.0	1.0	1.0	2.1	10
Special Events Programming/Entertainment Contracting							2
BUILDING SERVICES AND ENGINEERING MAINTENANCE							
Engineering/Maintenance	4.2	1.0	2.0	4.0	6.0	9.4	15
Housekeeping/Custodial	6.0	1.0	1.8	4.8	9.5	13.7	15
Groundskeepers	3.8	0.5	2.0	2.7	6.0	8.0	5
GUEST OPERATIONS							
Ticket/Box Office	1.6	0.1	1.2	1.4	2.0	3.0	5
Merchandise/Retail Operations							0
Guest/Patron/Client Services/House Manager	1.4	0.3	0.8	1.0	1.0	4.1	6
Ushers							1
SECURITY							
Security	9.0	1.0	6.9	10.0	13.0	15.8	9
Parking Attendants	2.3	0.1	1.2	2.0	4.0	4.5	5
EVENT PERSONNEL							
Event Managers/Event Coordinators	3.5	1.0	2.8	3.5	4.4	6.4	16
Set up/Conversion	8.4	2.0	3.9	6.5	10.6	25.7	12
In-house Food and Beverage Full Time Staff	6.8	1.0	2.0	5.0	8.6	18.4	9
Production Management	3.0	1.0	1.0	1.5	3.5	8.0	4

Usage of Interns

A third staffing objective was to learn about the usage of interns at convention centers. Managers were asked to indicate if they used paid and/or unpaid interns to support one or more of the functions mentioned in the survey, and to provide the number they use over the course of a fiscal year. Further, they were asked to “not include interns provided as part of a government-sponsored summer youth employment program, university-related class practicum or work-study assignment, or equivalent.

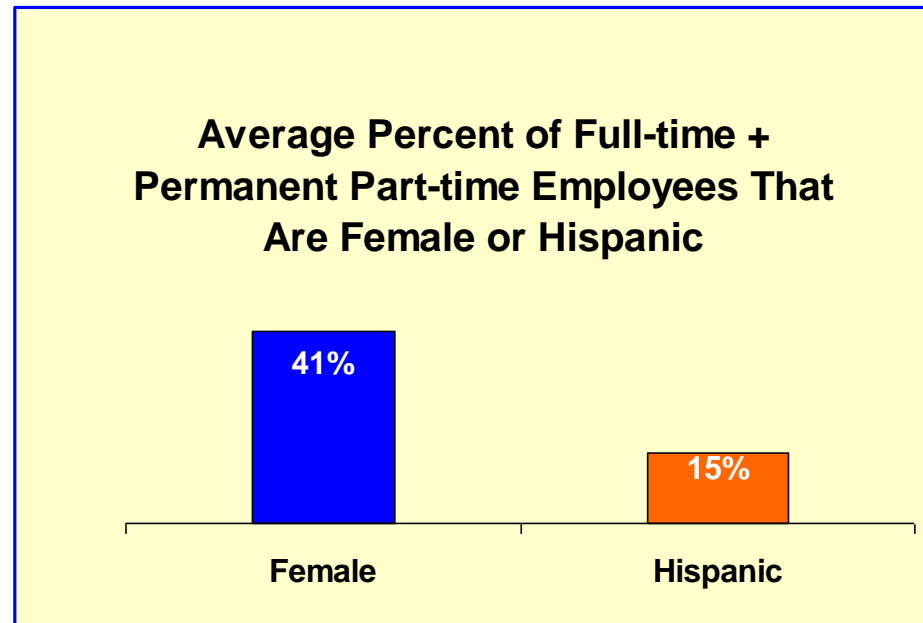
Twenty five percent (25%) of the convention centers included in the survey use paid interns and 30% use unpaid interns; 51% use one or the other, or both. About 3 interns are used each fiscal year at those convention centers that utilize this resource.

	Use Interns (%)	Use Paid Interns (%)	Use Unpaid Interns (%)	Average # of Interns Use Per Year at Venues That Use Them	# of Venues Reporting Whether or Not Interns Used
Usage of Interns					
Total	51	25	30	2.9	61
Size of Venue					
Large	62	46	23	5.7	13
Medium	52	29	24	1.9	21
Small	44	11	37	1.8	27
Market Tier					
1st	63	47	21	4.2	19
2nd	35	10	25	2.8	20
3rd	57	19	43	1.6	21
Venue is:					
Part of a complex	68	37	37	3.3	19
Not part of a complex	43	19	26	2.1	42
Management					
Public Management (Government/ Authority)	42	22	24	2.5	41
Not Public Management (Management Company/ Independent/ Non-Profit)	68	22	44	2.0	18

Convention Center Workplace Diversity

A final staffing objective was to learn about convention center workplace diversity.

Convention center managers were asked to provide the percentages of their full-time and permanent part-time employees that are female and then that are Hispanic. On average, four out of ten of these employees are women (41%) and one out of seven are Hispanic (15%).



In addition to gender and Hispanic ethnicity, racial diversity at convention centers was also investigated.

Blacks represent an average of 25% of convention centers' full-time and permanent part-time staff, Asians 2% and all other races, including mixed races, 4%.

