VENUE EXECUTIVE COMPETENCY STANDARDS

www.IAVM.org

5601 Executive Drive, Suite 450

Irving, Texas 75038

1.972.538.1000

1.972.906.7441

International Association of Venue Managers

Venue Executive Competency Standards

~ 2022 ~

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A Message from the IAVM Certification Board

The Certification Board of the International Association of Venue Managers (IAVM) is proud to present the first edition of the Venue Executive Competency Standards. It's been a long time coming.

This is the "first" edition because there will be more to follow, given that the standards we've developed include the requirement for regular review and updates by future Certification Boards. In addition, these CVE Competency Standards will require updating every five years through a job analysis study consisting of a literature review and consultation with Subject Matter Experts – current CVEs practicing the profession daily, as well as with industry-related academics. It has been a significant undertaking that reflects our commitment to ensuring that the IAVM CVE Competency Standards remain current, reliable, and relevant to the venue management profession.

The development of the CVE Competency Standards aligns with the Certification Board's mandate to establish standards and procedures and to develop, maintain and monitor the evaluation and testing procedures and the criteria used by the Certification Board to evaluate each candidate's qualifications for receiving a professional certification. Further, it brings the foundation of the CVE program in line with that of the Certified Venue Professional program that was successfully launched in 2016.

Regardless of where you are in your venue management career, these CVE Competency Standards can serve as a framework to help guide your preparation for professional certification, certification renewal, or ongoing professional development. We wish you much success in pursuing a career as an accomplished and proficient venue executive.

Acknowledgments

The IAVM Certification Board would like to acknowledge and express its sincere thanks to the following individuals who worked on this project:

- **2020-2021 / 2021-2022 / 2022-23 IAVM Certification Board**
    - *Richard Haycock, CVE Ret., Board Chair, 2020-2022*
    - *Beth Wade, CVE, Board Chair, 2022-2024*
    - *Richard Andersen, CVE*
    - *Sherman Bass, CVE Ret.*
    - *Frank Bradshaw, Ph.D., CVE Ret.*
    - *Kevin Bruder, CVE*
    - *Tom Cornwall, CVE Ret.*
    - *Matt Hollander, CVE*
    - *Jody Lake, CVE Ret.*
    - *Tim Long, CVE*
    - *Kevin Mattingly, CVE Ret.*
    - *Cam McGill, CVE Ret.*
    - *Mark Mettes, CVE*
    - *John Meyer, CVE Ret.*
    - *Carol Moore, CVE*
    - *Milton O'Brien, CVE*
    - *Russell Read, CVE, CMP*
    - *Lynda Reinhart, CVE*
    - *John Siehl, CVE*
    - *Leslee Stewart, CVE Ret.*
    - *Michael Taylor, CVE*
    - *Randy Vogel, CVE*
    - *Mark Zundans, CVE*

- **CVE Validation Project Task Group**
    - *Frank Bradshaw, Ph.D., CVE Ret., Task Group Chair*
    - *Beth Wade, CVE, Task Group Secretary*
    - *Tom Cornwall, CVE Ret.*
    - *Richard Haycock, CVE Ret.*
    - *Jody Lake, CVE Ret.*
    - *Kevin Mattingly, CVE Ret.*
    - *John Meyer, CVE Ret.*
    - *Carol Moore, CVE*
    - *Michael Taylor, CVE*
    - *Randy Vogel, CVE*
    - *Rosanne Duke, IAVM Staff*

- - *Hillary Harvey, IAVM Staff*
  - *Kayoung Kim, IAVM Staff*
  - *Tyson Gingery, IAVM Staff*

- **IAVM Staff**
  - *Brad Mayne CVE, President and CEO*
  - *Rosanne Duke, Director of Governance/Operations*
  - *Hillary Harvey, Meetings Manager*
  - *Greg Wolfe, Director of Education*
  - *Mark Herrera, Director of Safety & Security*
  - *Tyson Gingery, Research Manager*

- **IAVM Academic Committee**
  - *Bobby Goldwater, CVE*
  - *Kim Mahoney, Ph.D., CVP*

- *PUBLIC ASSEMBLY VENUE MANAGEMENT – Sports, Entertainment, Meeting, and Convention Venues – Professional* (2nd ed.). Dubuque, IA: Kendall Hunt.
  - *Kim Mahoney, Ph.D., CVP*
  - *Lee Esckilsen, CVE*
  - *Sporty Jeralds, CVE*
  - *Steve Camp, CVE Ret.*

- **Survey Participants**
  - During the validation phase, more than 50 Subject Matter Experts (SMEs) responded to a series of Validation Surveys, providing feedback on a job analysis and each competency standard's relevance, criticality, and associated skills, knowledge, and attributes. (See Appendix 3: Subject Matter Experts- SMEs)

We apologize if we have inadvertently overlooked and failed to acknowledge any person who may have contributed to this project.

History
Certified Venue Executive Program

IAVM began the Certified Venue Executive (CVE) program in 1976 (initially titled Certified Facilities Executive) to recognize excellence in the professional development and competence of managers of public assembly facilities. The program has undergone continuous modification to ensure fairness and objective measurement of candidates' qualifications for the designation. In 1993, a new qualification phase was added to the program: successful completion of a written examination. Certification Board members closely evaluated the validity of the examination, and in future years, objective measurement of candidates' knowledge and skills would increase in significance. In 1994, the Certification Board added a recertification requirement for CVEs to maintain the Certified Venue Executive designation. Every three years, CVEs are required to submit evidence of continuing education and professional development. In 1995, the Certification Board approved a "Retired CVE" status, which was updated in 2004, stating that CVEs who have retired and notified the Certification Administrator in writing of their retirement will not be required to meet recertification requirements and may use the designation "CVE Retired."

The primary purpose of the voluntary certification program is to provide additional incentives for professional improvement in public assembly facility management, to assure recognition for those who attain certain specific standards, and to lead toward the development of a full professional status in the field of public assembly facility management.

It is not the purpose of the certification program to determine who shall or shall not engage in the management of public assembly facilities. It is recognized that many who are successfully engaged in public assembly facility management are not interested in applying for certification. The primary purpose is to encourage professional development and to recognize achievement.

With his vision for the future of the IAVM's certification program offerings, coupled with his belief in the need to have an instrument to further validate the CVE program, Certification Board Chair, Richard Haycock, presented to the members of the Certification Board the concept of developing such a validating document, the ***Venue Executive Competency Standards***. As a result, in October 2020, the Certification Board unanimously approved the CVE Validation Project and the development of the Venue Executive Competency Standards for the CVE program.

Recognition for Venue Executives

The Certified Venue Executive (CVE) designation is a professional certification based on the IAVM Venue Executive Competency Standards. It is the flagship certification designation for the International Association of Venue Managers. This prestigious industry credential is granted to individuals that demonstrate competency based on these standards. As a result, they are regarded as among the best in their field by their peers and those outside the industry.

The certification examinations are built directly from these standards following generally accepted testing principles. CVE certification is voluntary. To become certified as a CVE, industry professionals are required to meet the educational and experience requirements and complete a series of assessments.

The International Association of Venue Managers (IAVM) requires that an individual nominated to serve in a senior leadership position with the Association must have first earned the CVE designation.

About Certified Venue Executives

The Venue Executive Competency Standards apply to venue executives – individuals that may fulfill a specific function or have overall management responsibilities and are often described as 'senior' executives. Senior venue executives have a broad range of job titles depending on their specific functions and scope of tasks. This is particularly true when comparing venues of different sizes; a large venue may use the term "President/Executive Director/CEO/GM", while a smaller venue may use the term "Director/GM" for someone performing a similar top-tier job.

Senior-level executives are generally focused on top-level tasks. In most venues, senior-level executives are the top executive or department heads. Senior-level executives are the leader of the management team and report to boards, owners, or political governance officials.

Venue executives use a number of titles to describe their day-to-day activities, such as general manager, assistant general manager, vice president, director, and senior manager. The range of titles reflects an occupation in which practitioners have strongly defined a core set of responsibilities and a highly variable set of secondary responsibilities. For example, the most common title for senior/top-level (or top-tier) executives is usually "President, General Manager, Senior Vice President, or Senior Director", reflecting their responsibility for overseeing the entire venue or a specific department.

While all venue executives carry out their core responsibilities, one may have tasks associated with specific department operations, and another may commonly take on only broader executive-level responsibilities. This reflects the diversity within the occupation and the fact that senior/top-level executive professionals are the venue's or department's top-appointed leaders.

Common Titles of Senior Executive-Level Venue Executives

Executive Director / Director	Senior Event Manager
General Manager	Director of Finance / Chief Financial Officer
Director Fairs and Expositions	Facilities Director
Assistant Director / Assistant General Manager / Associate Director	Senior Vice President / Vice President of Operations
President / CEO	Director of Sales & Marketing
Chief Operations Officer	Senior Officer
Director of Events / Guest Services	Commissioner
Director of Public Safety	Legal Counsel

Expertise of Senior Executive-Level Venue Executives

- Lead executive or second for a venue, governmental department, or private agency.
- Accountable to a Board of Governors, Owner, or Political governance.
- Responsible for the overall operation and administration of a venue or department.
- Have mastered the skills associated with executive-level decision-making and interact with high-level management.
- Final approval of policy decisions.
- Execute the goals set by the organization or agency.
- Make decisions that affect all staff and the work they do.
- Enforces decisions that affect the overall operations of the venue.
- Manage executive-level staff performance.
- May interact with frontline staff and clients on a day-to-day basis.
- Sets standards and cultivates and maintains ethical business practices and conduct.
- Develops business practices by studying economic trends and revenue opportunities.
- Oversees financial performance and risk profile while ensuring that all regulatory obligations are met.
- Projects and plans for capital improvement projects, systems enhancement, growth of operations, and new products and services.
- Represents the company at important business functions, community events, industry training and events, and networking opportunities.

Work Environment

Venue executives work in a variety of environments. Their venue may hold a few hundred attendees or seat tens of thousands of people. Venues may be owned and managed by governments, private companies, municipalities, non-profit foundations, sports organizations, or academic institutions. The venue may be independent or part of a larger organization operating many similar or unrelated types of venues. Venue executives work in:

Amphitheaters	Expositions Venues
Arenas	Fairgrounds
Auditoriums	Fine Arts / Performing Arts Centers
Civic Centers	Racetracks
Coliseums	Special Event Venues
Complex of several venue / venue types	Stadiums / Ballparks
Conference Centers	Student Union Centers
Congress Centers	Trade Show Venues

The senior executive role requires venue executives to have the skills to lead the venue or department and be generalists with knowledge of their venue. Examples of general knowledge within the field of venue executive include operations, sales and marketing, security, finance, human resources, hospitality, and legal. This profile describes the core functions of venue executives in roles leading the entire venue or specific department.

Competency Standards Overview

Competency Standards

Professions and governments are increasingly using competency standards to define the qualifications essential for professionals to practice in a profession or discipline. They demonstrate that a person has attained professional excellence and continues to maintain the high standards of their profession. Competency standards, when recognized nationally and/or globally, can form a crucial component in assisting in the mobility of skilled labor. Potential employers can feel confident in the level of competencies a candidate for employment claims to have and that the individual is suitably qualified. As well as gaining the qualifications, professionals are usually required to continue to maintain or improve their level of competency by undertaking approved continuing professional development.

It is important to remember that competency, which is the ability to apply knowledge and skills to produce a required outcome, is defined by a set of standards representing the attainment level. These sets of standards are called *competency standards*. The benefits of competency standards are that they can test the effectiveness of training, improve recruitment, identify training gaps, and improve efficiency, productivity, worker safety, and employee retention.

Elements of a Competency

Competency is the ability to perform particular tasks and duties to the standard of performance expected in the workplace, applying all relevant skills, knowledge, and attributes or attitudes consistently over time in the required workplace situations. Core competencies are the collection of skills, knowledge, and attitudes or attributes needed for effective and efficient operations within the work environment.

Skill is about doing something well, that is, one's ability to choose and perform the proper technique at the right time. It is usually developed through training and practice. For example, a person could become a skilled writer by practicing writing in a particular style. Likewise, one can become proficient in workplace safety by practicing techniques during classroom exercises or labs.

Knowledge is the information an individual knows, including theories, facts, and procedures, and the ability to apply this information in different situations. For example, a person could know different communication styles. They may know the critical steps in planning a program or project and be well-versed in strategies for evaluating success. Putting these together takes knowledge.

An *attribute or attitude* is an inherent characteristic or quality often expressed through what an individual thinks, does, and feels. For example, one could be known for staying positive and calm in challenging situations. They may also bring a 'can-do' attitude to their working environment, the ability to try new things, ask for new assignments, and demonstrate initiative.

Together, these three elements make up a competency.
- For example, an individual could develop a competency regarding communication by practicing their writing and listening skills, acquiring knowledge about different communication styles, and learning techniques that help them keep calm under pressure.
- Or an individual may develop a competency around workplace safety by taking a natural attribute like attention to detail and using it to practice safe work techniques (skill development) and then researching new and different methods (gaining knowledge) that can be implemented to increase safety.

Competences are described in ways that are:
- Observable
- Measurable
- Linked to the workplace, academic environment, and other life experiences
- Transferable
- Based on performance

Venue Executive Competency Standards

These standards describe the skills, knowledge, and abilities commonly required of a venue executive. The standards define what is expected of a proficient and experienced venue executive who is adept in their area of responsibility, can work in a diverse range of venue contexts, and understands how the employees and tasks they manage and stakeholders they interact with to affect the venue's overall performance.

These standards contain details to support the development of a voluntary certification program that measures an individual's knowledge and abilities against the standard. Individuals who meet the standard earn a Certified Venue Executive (CVE) professional designation.

The Venue Executive Competency Standards can be used by individuals, organizations, and professional bodies to:

- **Set performance criteria for executive-level professional certification programs;**
- **Inform human resource practices such as recruitment, training, and performance assessments;**
- **Develop curriculum, education, and training programs;**
- **Align educational programs with professional standards of practice;**

- **Design and conduct Prior Learning Assessment (PLA); and**
- **Benchmark skills and knowledge to inform professional development and guide professional practice.**

Development of the Competency Standards

Comprehensive and Inclusive

These Venue Executive Competency Standards provide a comprehensive summary of competencies – skills, knowledge, and attributes – required when managing any event venue anywhere in the world.

They contain competencies relevant to those responsible for managing all aspects of an event venue, including planning, implementation, and evaluation. This includes managing a team and/or overseeing the outsourcing of activities to third-party service providers.

The standards cover the competencies required by the industry that job incumbents must master in a range of situations.

Developed by Industry for Industry

The standards were developed through research, consultation, and validation. The process aimed to consider the full range of current international standards and practices in venue management and was validated by venue professionals from a variety of venue types. As a result, the standards are written to represent a *competent, fully proficient level* (rather than an entry-to-practice level) and address emerging issues and trends, to make the profile both current and forward-looking.

Setting the competency standards involved three key phases:

- **Benchmark review of current practice** involves collecting relevant, pre-eminent standards, guidelines, or other documented norms.

- **Developing a draft framework and revised core competency profile** specific to venue management, which was broadly disseminated for review and comment by venue industry practitioners and validated by a representative group of experienced practitioners.

- **Extended validation and ratification of the document** to verify content integrity and address all feedback that resulted in amendments or refinement.

The general scope of the senior-level venue professional occupation was established through a review of occupational descriptions, job descriptions, and job advertisements. General research demonstrated the range of skills required and identified related job roles and work environments. A draft standard was created based on research that examined existing standards, industry training, post-secondary programs, and professional designations.

Senior-level venue professionals were recruited as Subject Matter Experts (SMEs) to review the draft standard. These venue professionals or SMEs reviewed each performance and knowledge statement in the standard for accuracy and completeness. In addition, they identified any listed skills not performed by senior-level venue professionals and revised the arrangement of content within the standard.

The SMEs contributed to ranking the skills' criticality, frequency, and difficulty level. The scale was done using online surveys designed to reach a broad audience.

Validation is the process of verifying the integrity of content and context. With this study, the process involved consulting with SMEs to review the final draft versions of the material and checking secondary data sources to verify facts and other details.

The Competency Standards

The Venue Executive Competency Standards provide the venue management industry with a comprehensive body of knowledge. Such a repository of performance and knowledge standards is essential to clearly outline what is required for success in this diverse industry. Specific groups that can benefit from these standards include industry professionals, associations, educators, trainers, students, employers, supervisors, clients, governments, and local authorities. An individual's particular job context and level of responsibility will determine if all or only select competencies apply to them.

Venue Executives use the Venue Executive Competency Standards as a guide to:

- Learn more about venue management
- Identify, describe, and illustrate skills and knowledge they have to offer employers and clients
- Increase job mobility
- Plan professional development
- Enhance job performance
- Plot career paths

Trainers, curriculum developers, or program managers use the standards to:

- Benchmark existing programs
- Create new vocational qualifications and professional credentials
- Develop new training programs
- Explore areas for research in the field of venue management

Employers use the standards to:

- Define job requirements
- Manage performance
- Write job advertisements
- Conduct performance assessments
- Create job descriptions
- Identify workforce needs
- Provide orientation to new employees
- Plan learning and development activities
- Assess potential employees

Structure of the Competency Standards

Terms

The following are the terms used in the Venue Executive Competency Standards.

- **Body of Knowledge** – a body of knowledge defines and categorizes the skills, competencies, and abilities required by an individual to succeed in a profession. The Venue Executive Competency Standards embody the body of knowledge an individual needs to earn and maintain their Certified Venue Executive (CVE) certification and CVE designation.

  The Body of Knowledge is derived from the accumulation of knowledge and experience by venue management practitioners, as represented and presented in the following IAVM approved sources:

  - 2020 Public Assembly Venue Management Textbook
  - 2019 IAVM Venue Management School Monographs
  - 2020/21 IAVM Venue Management School Monographs
  - IAVM Glossary of Terms
  - Facility Manager Magazine
  - Facility Manager Encore
  - IAVM 2019 Sustainability Survey
  - IAVM Venue Professional Competency Standards
  - Mega-Shelter Best Practices Planning Guide
  - Public Assembly Facilities Recovery Guide
  - IAVM COVID 19 Outbreak Resources
  - IAVM Business and Continuity Resilience Zoom Cast
  - GBAC Star Accreditation Program
  - IAVM Mentor Connector-Mentor/Mentee Handbook
  - IAVM Learning Library
  - IAVM Web Site

  These are the same resources upon which all CVE assessment elements are developed. (See Appendix 2 – Body of Knowledge)

- **Competency** – the ability to perform particular tasks and duties to the standard of performance expected in the workplace, applying all relevant skills, knowledge, and attributes or attitudes consistently over time in the required workplace situations.

- **Domain** – each domain is a major competency or knowledge-based area.

- **Skill** – the defined task, knowledge, and/or attribute under the competency or knowledge-based area.

- **Common Knowledge** – common knowledge list the knowledge needed in all the sub-skills within a skill.

- **Knowledge of** – each sub-skill is described by the minimum level of comprehension and understanding of the particular sub-skill.

- **Abilities** – each sub-skill is described by the abilities required to perform the particular sub-skill competently.

Major Categories

The standards' content was developed to make it explicit and accessible to encourage use in a wide variety of settings. This overall structure divides the competencies into 12 significant categories or functional domains.

Those 12 primary competencies are:

- Conduct Marketing and Promotional Activities
- Demonstrate Leadership Skills
- Demonstrate Management Skills
- Manage Ancillary Services and Revenue Sources
- Manage Food and Beverage Operations
- Manage Operations
- Manage People
- Manage Resources
- Manage Risk
- Provide Quality Experiences
- Stakeholder Engagement and Management
- Strategic Planning and Action

Each section starts with a statement explaining why the skill category is important or how it relates to the role of a venue professional. Then, examples are used where there is a need to illustrate further how a skill is applied.

Each skill also contains a series of context rating scales. The ratings are based on consultation with SMEs who were asked to rate each skill against three dimensions. Context rating scales are used to define the context of the skill further. The scales describe the demands on the worker when performing the skill based on the work setting or environment.

Contextual Information

In every occupation or field of work, knowledge and performance are applied in different contexts. For example, in a diverse industry like venue management, expertise and performance are applied in a variety of settings. To achieve a variety of objectives, individuals or teams manage different types of venues, and the events staged in those venues. Therefore, information that can clarify specific details regarding a standard is essential.

Each skill was ranked on three dimensions.

- **Frequency at which the task is performed or manifested** refers to the skill or task's occurrence rate.

- **Criticality or Level of Importance of the skill or task relative to the total job** defines the relative importance of the skill to the job or the consequences of the skill not being performed or not being performed according to standard. The group worked with the following guidelines to make decisions
  - *No Risk / Not Important* – Performance of this skill is not essential to the job.
  - *Minimal Risk / Somewhat Important* – Performance of this skill is minimally necessary to the job.
  - *Moderate Risk / Important* – Performance of this skill is moderately essential to the job.
  - *High Risk / Very Important* – Performance of this skill is essential to the job.
  - *Severe Risk / Extremely Important* – Performance of this skill is critical; non-performance poses a risk.

- **Time to be proficient or master the skill or task** is an estimate of the amount of time for a venue executive to become proficient in the skill. Proficiency is the ability to perform at an 'optimal minimum level' in the range of expected work contexts. The time it takes to master the skill or task is characterized in terms of years based on the broad generalization of a typical industry professional with no experience in venue management and little to no experience in the industry.

How to use the Competency Standards

Major Category
The standards are divided into 12 major categories or functional areas.

3 – Demonstrate Management Skills

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 3)

- Mission statement, goals, and objectives of the organization
- Scope and requirements of events, e.g., human resources, marketing, logistics, and operations
- Positive strategies to mitigate stress
- Calculated risk-taking
- Management styles
- Effective leadership

Common Knowledge
Common knowledge lists the knowledge needed in all the sub-skills.

Skills
Most major categories contain one or more sub-skills.

3.A – Coordinate Shared Services Relationships

Knowledge Of:

- Communication skills
- Problem-solving and decision-making skills
- Delegation

Knowledge
Each sub-skill is described by the knowledge required to competently perform it.

Ability To:

- Ensure open dialogue, shared vision, and commitment to the relationships
- Understand the concept of shared service relationships
- Understand and develop trust with shared services partners
- Explore opportunities that might be created with the development of shared services relationships
- Work toward consensus with all stakeholders involved

Abilities
Each sub-skill is described by the abilities required to competently perform it.

Contextual Information
Each sub-skill is ranked on three dimensions.

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

Summary Ranks
The average numbers of years it takes to master the Venue Executive Competency Standards is 4.75 years; 61.5% of the overall skills defined in this standard were ranked at three to four years, and 37.2% at five to six years.

In terms of criticality/level of importance: 55.7% of skills are ranked at High Risk/Very Important, followed by 29.1% at Severe Risk/Extremely Important, 15.2% at Moderate Risk/Important, and none for No Risk/Not Important and Minimal Risk/Somewhat Important.

Contextual Information
Each skill is ranked on three dimensions.

Frequency at which the skill or task is performed refers to the percentage of professional time that is allocated to the performance of the overall skill.

Level of importance of the skill or task relative to the total job defines the relative important of the skill to the job or to the consequences of the skill not being performed or not being performed according to standard. The group worked with the following guidelines to make decisions:

1 = No risk/Not Important
Performance of this skill is not essential to the job
2 = Minimal Risk/Somewhat Important
Performance of this skill is minimally necessary to the job
3 = Moderate Risk/Important
Performance of this skill is moderately essential to the job
4 = High Risk/Very Important
Performance of this skill is essential to the job
5 = Severe Risk/Extremely Important
Performance o this skill is critical; non-performance poses a risk

The time it takes to master the skill is characterized in terms of years based on the broad generalization of a typical industry professional who is 30-35 years old, has a post-secondary education degree (e.g., college), and has no experience in venue management and little or no experience in the industry.

The panel made decisions on the premise that employees would have ideal work conditions and exposed to a complete range of skills defined in the standards, considering the varying levels of complexity and work

Venue Executive Competency Standards

1 – Conduct Marketing and Promotional Activities

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 1)

- Mission statement, goals, and objectives of the organization
- Marketing strategies and plans
- Advertising basics
- Target market segments and target advertising
- Trends in promotional activities
- Event products, e.g., merchandise, tickets, booth/concession space, accommodation packages

1.A – Acquire Event and Venue Sponsors

Knowledge Of:

- Event concept/theme
- Stakeholders' needs and expectations
- Agreements with corporate sponsors
- Terms and conditions of sponsor contracts
- Branding, brand market initiatives
- Budgets and allocations

Ability To:

- Establish sponsorship programs:
  - Identify financial or in-kind values; sponsorship levels
  - Develop sponsor benefit packages
  - Defining benefits to sponsors
  - Identify potential sponsors
  - Determine the cost of providing benefits to sponsors
- Obtain the support of key stakeholders for proposed sponsorship arrangements

- Negotiate sponsor commitments
- Develop and prepare contracts for committed sponsors
- Maintain relationships and provide feedback to sponsors
- Ensure contract fulfillment

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	Moderate Risk / Important	3 to 4 Years

1.B – Develop and Implement Event and Venue Sales and Marketing Plan

Knowledge Of:

- Budgets and allocations
- Marketing platforms, models, and concepts
- Event concept/theme and sales opportunities
- SWOT/Situational analysis
- Event management components
- Public relations
- Trends in social media

Ability To:

- Conduct situational analysis to determine strengths, weaknesses, opportunities, and threats
  - Research new marketing techniques and platforms available
  - Research economic, political, and social conditions
  - Research new marketing techniques and mediums available
  - Identify opportunities to expand into new markets
  - Determine legal and regulatory restrictions
- Define target markets segments
  - Identify potential target market segments
  - Match messages to target markets using the best approaches
  - Match target segment profiles with programs, products, and services
- Define geographic reach
- Develop an integrated marketing strategy/plan
- Determine and develop branding opportunities
- Develop marketing mix and identify customer touchpoints

- Forecast demand based on situational analysis
- Prioritized segments in relation to products, programming, and services
- Develop measurement methods and key performance indicators to monitor the effectiveness of the plan
- Identify and comply with any legal and/or regulatory requirements
- Analyze and select the most effective distribution channels for market penetration and provides the best return on investment
- Choose appropriate advertising methods for each product and service
- Integrated sales and marketing plans and their respective objectives with business strategies
- Understand and communicate how the marketing plan dovetails with event management

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	Severe Risk / Extremely Important	3 to 4 Years

1.C – Develop Convention & Visitors Bureau Relations

Knowledge Of:

- Tourism industries
- Public relations
- Marketing platforms, models, and concepts
- Stakeholders' needs and expectations
- Communication plans and protocols

Ability To:

- Promote tourism; as an ambassador, speak positively about the area
- Establish open communications with Convention & Visitors Bureau
- Use promotional incentives from Convention & Visitors Bureau
- Collaborate with Convention & Visitors Bureau to acquire events

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	Moderate Risk / Important	3 to 4 Years

1.D – Manage Fund Raising Strategies

Knowledge Of:

- Budgets and allocations
- Event concept/theme
- Trends in promotional activities and sales opportunities
- Fundraising methods and techniques
- Contract management and fulfillment
- Stakeholder needs, objectives, and expectations
- Customer Relationship Management (CRM) software

Ability To:

- Identify potential donors
- Develop and specify possible donor opportunities
- Develop and implement a donor recognition program
- Develop and coordinate approaches for soliciting potential donors

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	High Risk / Very Important	3 to 4 Years

1.E – Manage Media Relations and Social Media Capabilities

Knowledge Of:

- Types and use of social media platforms
- Trends in social media
- Capabilities of the venue's website
- Maintaining positive relationships with media reps
- Awareness of the venue's profile in the industry, the marketplace, and in the community

Ability To:

- Define objectives for public relations strategy
- Identify the scope and characteristics of the public and determine the informational needs of each sector
- Develop proactive and reactive strategies to address programming and the venue's needs and objectives
- Generate well-articulated and credible messages to be communicated to sectors of the public
- Maintain relationships and involvement with local government, community, and other stakeholders
- Identify and monitor issues and trends that may affect objectives
- Evaluate the effectiveness of public relations activities
- Monitor the venue's online presence
- Understand the concept of public relations and how it affects venue image

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	High Risk / Very Important	3 to 4 Years

1.F – Monitor, Evaluate, and Adjust Marketing Plans and Strategies to Include Brand Development

Knowledge Of:

- Budgets and allocations
- Types of marketing platforms, models, and concepts
- Event concept/theme and sales opportunities
- Trends in marketing and promotional activities
- SWOT/Situational analysis
- Public relations
- How the venue/brand is perceived in the marketplace
- Brand awareness and branding development

Ability To:

- Coordinate and monitor marketing activities
- Adjust marketing plans and communicate changes to stakeholders
- Maintain consistency with brand and message with mission statement, goals, and objectives
- Develop and implement measurement methods and key performance indicators to monitor the effectiveness of marketing strategies and activities
- Correlate marketing data to business goals
- Develop positive relationships with individuals, organizations, and public groups with whom the venue interacts

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	Moderate Risk / Important	3 to 4 Years

1.G – Supervise Event Programming Activities

Knowledge Of:

- Sales opportunities
- Trends in promotional activities
- Event management components
- Target advertising
- Concepts in developing a desirable programming mix
- Community standards
- Capabilities of the venue

Ability To:

- Research customer needs and interests
- Identify new marketing approaches and platforms
- Determine resource requirements
- Integrate event programming activities with other marketing activities
- Assess potential partnership opportunities with sponsors, donors, suppliers, and other compatible organizations
- Consider and assess venue programming objectives, and education and learning principles

- Research and identify new programming ideas and components
- Ensure that programming meets legal and regulatory requirements
- Gain stakeholder support for programming
- Match program format and outcomes to stakeholder objectives
- Select programming options that meet needs and constraints
- Monitor to ensure obligations are fulfilled
- Determine advertising needs of internal and external operations
- Evaluate strengths and weaknesses of available media outlets and techniques
- Develop a successful event production plan
- Identify internal and external forces that impact programming

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	High Risk / Very Important	3 to 4 Years

2 – Demonstrate Leadership Skills

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 2)

- Mission statement, goals, and objectives of the organization
- Organizational structures, policies, and procedures
- Leadership and management qualities/styles
- Strategic and visionary leadership skills
- Interpersonal human management skills
- Concepts of diversity, equity, inclusion, and accessibility
- High-level communication skills

2.A – Demonstrate Adaptability, Innovation, Creativity, and Conflict Management

Knowledge Of:

- Creative process
- Problem-solving and decision-making
- Negotiation skills
- Skills for continuous reflection to allow for innovative thinking
- New and better ways for organizations to be successful
- Organizational change, how to implement and management

Ability To:

- Demonstrate cognitive intelligence, judgment, and reasoning skills, i.e., learning, remembering, solving problems, thinking critically, making sound judgments
- Adapt positively to adversity and encourage innovative behaviors
- Be open to learning by acknowledging the limits of personal knowledge and accepting that others may have input and solutions
- Work effectively in the present while envisioning and preparing for the future
- Develop and express a vision that is both inspirational and motivational
- Encourage participation in the creative process
- Demonstrate effective organizational change management

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	Severe Risk / Extremely Important	3 to 4 Years

2.B – Demonstrate Emotional Intelligence

Knowledge Of:

- Emotional intelligence
- Value team building plays in the work culture
- Team building concepts that encourage comradery, reward initiatives, foster accountability, and support empathy
- The role a balanced life plays in personal and employee mental and emotional health
- Social skills required to effectively engage individuals and teams for positive responses and impact on the goals and vision of the organization

Ability To:

- Recognize emotions and their impacts on staff and workplace culture
- Reflect on one's most essential core values, strengths, and limitations
- Cultivate positive reactions when faced with strong emotional triggers
- Handle relationships
- Feel empathy for the needs and feelings of others
- Foster connections
- Induce a desirable response in others
- Catalyst for change and negotiating conflicts

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	High Risk / Very Important	5 to 6 Years

2.C – Demonstrate Problem Solving, Critical Thinking, and Communication Skills

Knowledge Of:

- Concept of advocacy
- Concepts of problem-solving and decision-making and available tools and resources that can be utilized to deal with each
- Negotiating skills
- Difference between critical thinking and creative thinking
- How to seek out diversity of thought

Ability To:

- Identify and investigate problems
- Assess the severity of problems
- Think creatively
- Analyze and determine possible solutions objectively
- Choose and implement the best problem-solving solutions
- Follow up to ensure issues are resolved
- Consider the needs and limitations of an audience when communicating
- Respect evidence and reasoning skills to come to a logical conclusion
- Identify biases that can influence the understanding of the facts
- Communicate effectively on multiple levels and with diverse groups
- Develop and maintain direct and efficient two-way lines of communication with all diverse groups
- Effectively communicate current, accurate, complete, and concise information
- Gather relevant information and organize ideas logically

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	Severe Risk / Extremely Important	5 to 6 Years

2.D – Develop and Maintain Constructive Policies on Diversity, Equity, Inclusion, and Accessibility

Knowledge Of:

- The expansive definition of DEI as it relates to Black, Indigenous, and People of Color (BIPOC), mental health, and physical disabilities of the organization and the community it serves
- Current and emerging approaches to managing workplace diversity
- Policies and regulations addressing the accessibility of venues
- Numerous benefits of establishing equitable environments within the organization
- The broad lens of an inclusive workplace, i.e., cultural, religious, educational, identity, etiquette, pay equity, holiday observances, etc.
- Strategies in dealing with the concept of DEI and its impact on the workplace

Ability To:

- Promote an environment free of discrimination, harassment, and disrespect
- Identify issues that may cause conflict in the workplace
- Consider and understand cultural differences/etiquettes when difficulties occur
- Stay current on changes in policies, regulations, and guidelines addressing accessibility within the realm of public accommodations and ensure compliance
- Continually identify opportunities to create a positive workplace and implement them appropriately
- Be aware of unconscious bias and communicate the importance of managing bias
- Assess company policies as they relate to the concept of DEI
- Develop a strategic training program to address issues related to DEI
- Include customers as well as staff in DEI policies and procedures
- Communicate and maintain supportive DEI standards to contractors, service providers, clients, and guests
- Facilitate ongoing feedback and track progress

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	Severe Risk / Extremely Important	5 to 6 Years

2.E – Develop Governance Operating Principles and Policies

Knowledge Of:

- Extensive understanding of each managerial function associated with the operation of the venue
- Internal and external forces that impact programming
- Mechanisms in place to minimize or avoid potential conflicts of interest
- Effective tools that can provide analysis of regular self-examinations and provide vital feedback about the effectiveness of current policies.
- Operational standards, principles, and best practices
- The different types of management structures and legal guidelines under which organizations operate

Ability To:

- Develop a comprehensive set of written guidelines dealing with the operations of the venue
- Ensure all policies, procedures, and guidelines are communicated to staff and stakeholders, and applied to everyone in an evenhanded and fair manner
- Stay current on all applicable regulatory and legislative issues
- Identify internal and external forces that impact operations
- Practice and promote ethical and responsible decision-making
- Safeguard integrity to professional standards of all financial transactions, reporting, and audits
- Ensure key personnel are equipped with the knowledge and information they need to discharge their responsibilities effectively.
- Have an awareness of, and respond to social issues so that the organization is viewed as non-discriminatory, non-exploitative, and responsible with regard to environmental and human rights issues

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	Severe Risk / Extremely Important	3 to 4 Years

2.F – Encourage and Pursue Continuous Learning and Professional Certifications

Knowledge Of:

- IAVM educational opportunities, offerings, and certification programs
- Learning opportunities offered by industry-related companies and associations
- Continuing educational opportunities, available both externally and internally
- Benefits of empowering employees through education, i.e., building confidence & morale, increasing employee retention, and creating a successful tool for filling future management positions

Ability To:

- Identify knowledge gaps and areas of interest
- Compare standards of skills and knowledge with colleagues in other venues
- Pursue formal opportunities to advance professional development goals
- Be involved in the venue management industry and industry associations
- Network with other venue management professionals
- Pursue professional designations, accreditations, and certifications

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	High Risk / Very Important	5 to 6 Years

2.G – Encourage Inter-Departmental Collaboration

Knowledge Of:

- Strategies to build effective connections between teams and departments
- Benefits of collaboration, e.g., boosts morale across your organization, helps problem solve, brings people closer together, helps people learn from each other, opens channels for communication, etc.
- Roles, services, and responsibilities of other teams and departments

Ability To:

- Identify and respect employee and manager roles, responsibilities, interests, and concerns
- Identify interdepartmental areas of expertise and their respective roles
- Identify issues that may affect work situations and relationships
- Resolve conflicts and disagreements to minimize disruptions
- Monitor the effectiveness of working relationships
- Understand and develop strategies to interact with elected officials, boards, and commissions
- Promote a positive and cooperative attitude

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	High Risk / Very Important	3 to 4 Years

2.H – Establish and Maintain an Ethical Organizational / Leadership Culture

Knowledge Of:

- IAVM Code of Ethics
- Ethical behavior
- Ethical leadership as a conscious decision
- Understanding that ethical leadership is essential for credibility and reputation
- Understanding the main elements of ethical leadership, e.g., honesty, justice, respect, integrity, responsibility, transparency, etc.
- Strategies to increase ethical behavior

Ability To:

- Use ethical principles in decision-making processes
- Act with integrity toward stakeholders
- Develop, implement, and enforce policies and procedures that promote ethical practices and behaviors
- Exhibit professional conduct and high standards of performance and behavior at all times

- Communicate expectations, roles, and responsibilities to staff and volunteers team members as well as leaders
- Take responsibility for obligations, actions, and decisions
- Represent capabilities and conditions accurately and without deception
- Exhibit fairness and transparency in all transactions and interactions
- Develop, implement, and enforce policies and procedures that promote ethical practices and behaviors
- Cultivate and maintain a reputation for honesty, forthrightness, and consistency
- Choose ethical business partners and sub-contractors
- Enforce ethical standards

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	Severe Risk / Extremely Important	3 to 4 Years

2.1 – Model Expected Behavior

Knowledge Of:

- Skills that engender loyalty, trust, and respect of employees before expecting imitation of leadership styles and expected behavior
- The understanding, supporting, and emulating organization's vision and values

Ability To:

- Maintain professional conduct and appearance
- Model high standards of performance and behavior
- Communicate expectations, roles, and responsibilities of team members and leaders
- Model unbiased, unprejudiced behavioral skills
- Build a team that is accountable, trusting, resilient, proactive, visionary, and passionate
- Apply authority appropriately
- Develop recognition programs that demonstrate appreciation and reinforce positive behavior

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	Severe Risk / Extremely Important	3 to 4 Years

2.J – Network and Share Information

Knowledge Of:

- Operational standards, principles, and best practices
- Organization and department document protocols
- Knowledge of and adherence to organizational confidential, private, and proprietary policies and security procedures
- Information to be managed and resources available

Ability To:

- Design and implement systems that meet needs and budget
- Develop and provide training to staff on information systems protocols
- Monitor the use of information systems
- Establish and maintain the security of information systems
- Assess and adjust information systems to better meet staff and stakeholders' needs
- Budget and plan for continuous information systems upgrades
- Establish appropriate internal processes for the destruction of information

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	High Risk / Very Important	3 to 4 Years

2.K – Promote Teamwork and Team Building

Knowledge Of:

- Staff and volunteer's areas of expertise, knowledge, skills, attitudes, and roles within the team

- Effective skills that support productive communication, conflict management, and goal setting
- How every department contributes to the overall success of the venue

Ability To:

- Communicate expectations, roles, and responsibilities of team members and leaders
- Delegate responsibility as appropriate
- Develop initiatives that encourage acceptable team behaviors and help the team achieve goals, and celebrate team successes
- Review team performance at critical points
- Develop strategies to ensure team members have a clear vision of what they are working towards and are welcomed and encouraged to participate

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	Severe Risk / Extremely Important	2 or less

2.L – Promote Workplace Performance

Knowledge Of:

- Performance evaluation methods; performance management programs; performance expectations
- Human resource policies and procedures
- Various motivation techniques to support the needs of staff and volunteers
- Techniques and processes to improve customer service strategies
- Various and appropriate work environments that support employees and maintain productivity standards, e.g., telecommuting, flexible work schedules, etc.

Ability To:

- Create a motivational environment for staff and volunteers
- Identify employees' skills and behavioral styles to maximize efficiency; match skills and styles to needs
- Provide staff with training, tools, authority, and trust to effectively do their job

- Establish open communications
- Recognize and reward efforts; use incentives when appropriate
- Monitor and adjust performance strategies
- Incorporate effective and continual performance reviews
- Liaise with staff and volunteers to identify opportunities for improvement

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
14%	High Risk / Very Important	3 to 4 Years

3 – Demonstrate Management Skills

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 3)

- Mission statement, goals, and objectives of the organization
- Scope and requirements of events, e.g., human resources, marketing, logistics, and operations
- Positive strategies to mitigate stress
- Calculated risk-taking
- Management styles
- Effective leadership

3.A – Coordinate Shared Services Relationships

Knowledge Of:

- Communication skills
- Problem-solving and decision-making skills
- Delegation

Ability To:

- Ensure open dialogue, shared vision, and commitment to the relationships
- Understand the concept of shared service relationships
- Understand and develop trust with shared services partners
- Explore opportunities that might be created with the development of shared services relationships
- Work toward consensus with all stakeholders involved

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

3.B – Demonstrate Negotiation Skills

Knowledge Of:

- Communications skills
- Negotiation techniques
- Facilitation techniques
- Applicable labor legislation
- Strategic think
- Time management concepts and techniques

Ability To:

- Identify issues, time constraints, resources, and goals
- Understand the impact of the potential outcomes on all parties
- Effectively negotiate with others to achieve results that are in the best interest of all parties
- Build trust and consider the needs of other parties while trying to reach a mutually beneficial agreement
- Understand the different approaches to negotiation

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

3.C – Develop Booking and Scheduling Policies

Knowledge Of:

- Booking/scheduling best practices and procedures as they relate to the industry
- Scope and requirements of events, e.g., human resources, marketing, logistics, and operations
- Mission statement, goals, and objectives of the organization

Ability To:

- Maximize the number of bookings and the number of potential revenue streams
- Book a complete and diverse schedule of events consistent with the mission and purpose of the venue
- Be aware of current trends in the industry while ensuring the best possible mix of events for the venue
- Develop booking guidelines and priority policies and stay up to date on booking/scheduling systems and technology
- Install and maintain flexibility and integrity throughout policies
- Understand the expectations of events, the events' consumers, stakeholders, and the venue's governing body
- Understand the venue's physical and/or personnel limitations
- Work closely with Convention and Visitors Bureau with booking policies as needed and required

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

3.D – Develop Strong and Effective Financial and Business Management Skills

Knowledge Of:

- Financial goals and objectives of the organization
- Accounting policies, practices, and procedures
- Budget process/forecasting
- Revenue sources for venues

Ability To:

- Understand accounting systems and terms
- Develop budgets using accepted accounting principles to align with the venue's goals, objectives, and financial parameters
- Analyze internal and external factors for potential impacts on budgets
- Identify potential sources of revenue
- Identify all expenses such as fixed cost, variable cost, and overhead cost

- Identify variances between budget and actual figures:
  - determine causes
  - identify impacts
  - respond accordingly
- Define opportunities for improved budget performance
- Complete financial reports and communicate same to stakeholders

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	Severe Risk / Extremely Important	3 to 4 Years

3.E – Manage Contracts and Official Documents

Knowledge Of:

- Applicable legislation and legally binding documents, e.g., contracts
- Contracting procedures, protocols, and contract components

Ability To:

- Understand and execute venue license/lease agreements/contracts
- Understand regulatory enactments that might affect venue operations and its contracting abilities
- Be up to date on all regulatory and legislative laws, policies, and procedures regarding the handling of official documents and contract law
- Ensure all regulatory and legislative enactments and guidelines dealing with contract law are communicated to staff and adhered to
- Ensure all procedures and guidelines regarding the handling of official documents are communicated to staff and adhered to
- Ensure content and performance regulations are equitably adhered to

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	5 to 6 Years

3.F – Manage Time and Delegate Tasks

Knowledge Of:

- Communications skills
- Problem-solving and decision-making skills
- Delegation

Ability To:

- Identify, determine, and prioritize tasks to be completed for each objective
- Empower and delegate tasks as necessary to staff and volunteers
- Accommodate unforeseen circumstances
- Recognize and encourage creativity and innovations in others
- Provide support to staff, especially during times of setback and/or change
- Develop strategies to ensure team members are encouraged to participate in the decision-making process and make decisions within agreed-upon limits

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

3.G – Take Calculated Risks

Knowledge Of:

- Problem-solving and decision-making skills
- Scope and requirements of events, e.g., human resources, marketing, logistics, and operations

Ability To:

- Identify risk challenges
- Perform due diligence through risk assessment and analysis to understand risk ratio (RR)
- Understand risk acceptance, risk avoidance, risk limitation, and risk transference

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

4 – Manage Ancillary Services and Revenue Sources

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 4)

- Mission statement, goals, and objectives of the organization
- Event products, e.g., merchandise, tickets, booth/concession space, services, accommodation packages, etc.
- Accounting systems, terms, and best practices
- Budgeting/forecasting
- Guest-generated and promoter-generated ancillary revenue sources for venues
- Understanding of guest expectations
- Maintaining the highest standards of event presentation and customer service
- Ancillary revenue opportunities driven by social media
- Ability to successfully negotiate and think entrepreneurially

4.A – Ensure Provision of an Effective and Efficient Merchandise Program

Knowledge Of:

- Customer interests in a popular branded team or touring event items
- Industry best practices as they relate to times, locations, and convenient ways for customers to purchase merchandise
- Laws and regulations to prevent unauthorized sales of unlicensed or stolen merchandise
- Best practices to protect copyrighted logos or marks
- New marketing approaches and activities of competition
- Price points for target market segments and similar merchandise

Ability To:

- Negotiate and determine commission rates
- Ensure competent staffing at merchandise locations
- Ensure convenient and secure point-of-sale financial transactions for merchandise sales
- Identify new or replacement merchandise

- Assess the need to modify or discontinue existing merchandise
- Monitor internal and external merchandise sales
- Define appropriate sales for target market segments
- Establish marketing & sales plan strategies
- Identify new marketing approaches and platforms available
- Determine potential liabilities and legalities associated with merchandise programs
- Integrate product concepts with other marketing activities

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
8%	Moderate Risk / Important	5 to 6 Years

4.B – Ensure Provision of an Effective and Efficient Transit and Parking Program

Knowledge Of:

- Various transportation options
- Local jurisdictions and supervisory control over adjacent roadways and traffic flow provisions
- Non-traditional revenue-producing events in the parking lots during non-event periods

Ability To:

- Develop crowd management strategies for traffic flow
- Determine appropriate entry and exit locations
- Work with city, county, state, and federal representatives on mass transit options
- Organize and effectively communicate transportation options and responsibilities
- Maximize revenue sources from various parking operations, e.g., season passes, valet service, tailgating activities, etc.

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
8%	Moderate Risk / Important	3 to 4 Years

4.C – Establish and Oversee In-house Professional Service Fees

Knowledge Of:

- Locally sourced and related local venue service fee rates for a better understanding of reasonable in-house expense fees
- Local market demographics and effective means to reach the intended audience for event advertising from the in-house marketing team
- Event-related and specialized venue inventory equipment that may be rented on an hourly, daily, or event rate to the promoter

Ability To:

- Collect and analyze information related to current market conditions
- Understand the perceived market value of products and services
- Calculate direct and indirect costs
- Establish pricing structures
- Establish a reasonable expense rate sheet that maximizes potential revenue for the venue

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
8%	High Risk / Very Important	3 to 4 Years

4.D – Establish Rent / Occupancy Fees

Knowledge Of:

- Industry standards for various venue rental structures
- Related local venue rental rates for reasonable comparisons
- Competitors' rental rate structures

Ability To:

- Analyze information related to current market conditions
- Determine, affix, and analyze fixed, variable, and overhead costs
- Establish pricing structure

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
8%	High Risk / Very Important	3 to 4 Years

4.E – Establish Utility / Service Fees

Knowledge Of:

- Industry standards for various venue in-house utility/service expense fees
- Related local venue in-house utility/service expense fees
- Competitors' in-house utility/service expense fee structures

Ability To:

- Analyze information related to current market conditions
- Determine, affix, and analyze fixed, variable, and overhead costs
- Establish pricing structure
- Accurately separate nonevent day utility expenses from increased utility expenses as a result of an event

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
8%	Moderate Risk / Important	3 to 4 Years

4.F – Establish Ticketing Operations and Revenues

Knowledge Of:

- Box office management and ticketing management
- Ticketing strategies
- Ticketing distribution systems
- Technology and ticketing
- Various means ticketing services can be an additional revenue source for the venue, e.g., ticket service charges, VIP ticket order fees, Interest income from ticket revenue held in escrow, facility renovation or capital improvement fees, etc.
- Legislative requirements dealing with accommodations for disabled patrons
- Legislative enactments and regulations dealing with the control of ticket scalping
- The importance of a high level of customer service experience required in a ticketing and box office management system

Ability To:

- Know and communicate to staff the critical functions ticketing play in the operations of the venue, e.g., limited contract, revocable permit, means of communications, means of financial accounting, means of inventory control, etc.
- Leverage technology to maximize ticket sales and ancillary revenue
- Establish venue fees and charges for the box office
- Evaluate and select appropriate ticketing systems and strategies
- Develop distribution methods for the venue's ticketing system
- Stay abreast of the continual updates in services and technology of venue and event ticketing
- Ensure a properly designed, highly functioning ticket office, including knowledgeable personnel and state-of-the-art systems
- Establish policies and procedures that provide for a secure system of collecting customer financial information
- Budget and plan for continual upgrades and advances in ticketing control systems
- Ensure compliance and cooperation with scheduled and unscheduled audits
- Develop and implement policies that reinforce the concept that ticketing systems are a part of a venue's overall access management strategy

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
8%	High Risk / Very Important	3 to 4 Years

5 – Manage Food and Beverage Operations

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 5)

- Mission statement, goals, and objectives of the organization
- Food service management
- Applicable legislation, e.g., liquor laws, public health, food safety, responsible beverage service

5.A – Identify, Analyze, and Implement as Required Trends in New Products, Best Practices, Technology, and Sustainability

Knowledge Of:

- Current food and beverage trends
- Operational constraints due to venue, site, or climatic conditions
- Sustainability initiatives
- Dietary preferences, restrictions, and cultural protocols
- Training programs associated with food and beverage operations

Ability To:

- Develop guidelines, policies, and procedures for acquiring products and services, food and beverage controls, and methods of distribution
- Evaluate past patterns of resource use, trends, and developments
- Research trends in sustainable products, procedures, and practices
- Research new food services trends and technologies
- Develop and implement venue sustainability initiatives
- Ensure compliance with legislative and regulatory guidelines and policies
- Ensure all staff members associated with the venue's food and beverage operations are appropriately and adequately trained

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
5%	High Risk / Very Important	3 to 4 Years

5.B – Oversee Alcohol Sales Program Policies / Guidelines, Best Practices, and Management

Knowledge Of:

- Training programs associated with food and beverage operations and alcohol sales programs
- Operational constraints due to venue, site, or climatic conditions
- Community standards

Ability To:

- Develop guidelines, policies, and procedures for acquiring products and services, food and beverage controls, and methods of distribution
- Comply with all applicable jurisdictions with oversight over food and beverage operations
- Ensure that all liability and insurance requirements are addressed
- Ensure staff members are trained in responsible beverage service
- Monitor alcohol service operations

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
5%	High Risk / Very Important	3 to 4 Years

5.C – Oversee All Aspects of In-house or Contractor-Managed Food / Beverage Systems

Knowledge Of:

- Dietary preferences, restrictions, and cultural protocols
- Training programs associated with food and beverage operations
- Expression of Interest (EOI)
- Request for Proposal (RFP)
- Contract management fundamentals

Ability To:

- Identify needs for supplementary products and services as required
- Research options available to meet needs that minimize risk
- Evaluate the benefits and liabilities
- Develop an EOI/RFP
- Explore additional external service provider value-added opportunities
- Stay abreast of the various operating models for food service management and develop the appropriate food service operations for the venue
- Monitor food and beverage product presentations
- Research opportunities to enhance the marketing of the venue through food service operations
- Establish performance indicators/benchmarks for food service operations
- Develop guidelines, policies, and procedures for acquiring products and services, food and beverage controls, and methods of distribution
- Comply with all applicable jurisdictions with oversight over food and beverage operations
- Ensure all staff members associated with the venue's food and beverage operations are appropriately and adequately trained
- Establish guidelines for determining food and beverage service requirements
- Research new trends in food service offerings

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
5%	High Risk / Very Important	3 to 4 Years

6 – Manage Operations

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 6)

- Mission statement, goals, and objectives of the organization
- Concepts of sustainability - integration of economic, social, and environmental considerations
- Legislation, compliance, regulatory requirements, and protocols
- Operations standards and principles
- Accounting policies, practices, and procedures
- Risk assessment and implementation
- Union and labor relations and collective bargaining
- Environmental technology and best practices
- Community standards

6.A – Comply with Collective Bargaining Agreements

Knowledge Of:

- Collective bargaining strategies
- Union organizations and structures
- Communication skills and techniques

Ability To:

- Identify changes or issues that contradict the terms of agreements
- Ensure terms of collective bargaining agreements are honored
- Facilitate open workplace communications
- Understand the negotiating process
- Impact analysis of collective agreements on venue operations
- Apply progressive discipline and termination processes
- Apply effective problem solve and use conflict management techniques
- Apply grievance and dispute resolution techniques
- Utilize the appropriate bargaining style during negotiations

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	5 to 6 Years

6.B – Comply with Legislation and Regulatory Requirements

Knowledge Of:

- Industry standards and best practices
- Sustainability initiative

Ability To:

- Identify legal and regulatory obligations
- Identify and meet legislative and regulatory requirements
- Ensure systems are in place to monitor activities to ensure compliance
- Monitor and identify changes to policies and procedures to ensure compliance
- Communicate legislative and regulatory requirements to staff

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	Severe Risk / Extremely Important	5 to 6 Years

6.C – Demonstrate Environmental Responsibility

Knowledge Of:

- Environmental issues, technology, and best practices

Ability To:

- Review current environmental and industry advances and controls
- Identify venue environmental compliance requirements and comply with the same

- Communicate and train environmental requirements to staff, stakeholders, and clients
- Implement innovative waste management practices
- Develop and implement venue sustainability initiatives

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	5 to 6 Years

6.D – Develop / Evaluate Daily, Seasonal, and Annual Operations

Knowledge Of:

- Problem-solving and decision-making skills
- Request for Proposal (RFP) and Expression of Interest (EOI) process
- Concept of critical paths for venue operations and programming
- Scope and requirements of events, e.g., human resources, marketing, logistics, and operations

Ability To:

- Develop, review, and ensure compliance with venue standards, policies, and procedures
- Prepare and analyze venue operations and programming forecasts
- Develop consistent daily operational reviews and practices
- Identify and propose changes to venue standards, policies, and procedures as required
- Solve problems/troubleshoot day-to-day operations
- Review legal, regulatory, ethical, and social requirements for venue programming
- Create and navigate critical paths for programming
- Prioritize tasks and projects
- Align programming with the venue's mission, goals, and objectives

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

6.E – Establish and Ensure Adherence to Venue Standards for Appearance and Maintenance

Knowledge Of:

- Operational standards, principles, and best practices

Ability To:

- Establish and review venue standards, policies, and procedures
- Develop maintenance budget
- Develop contingency plans for equipment failure
- Identify areas for capital improvement with need, budget, and benefit
- Enhance the attractiveness and functionality of the venue and programming
- Develop and implement housekeeping management plans
- Establish standards for the housekeeping staff
- Develop long-term maintenance plans
- Manage staff initiative and recognition

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	Severe Risk / Extremely Important	5 to 6 Years

6.F – Manage Service Provider Contracts

Knowledge Of:

- Contracting procedures, protocols, and contract components
- Request for Proposal (RFP) and Expression of Interest (EOI) process
- Operational standards, principles, and best practices
- Key performance indicators for service contracts

Ability To:

- Evaluate products and/or services to determine compliance
- Establish and maintain productive relationships with contractors and service providers
- Assess contractors' performance to identify strengths and weaknesses
- Monitor contractors' expenditures against contracts
- Compare the venue's performance against the contract.
- Develop, evaluate, and implement an EOI/RFP
- Explore additional external service provider value-added opportunities

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

6.G – Monitor Event and Production Operations

Knowledge Of:

- Risk management
- Concept of critical paths and timelines for venue operations and programming
- Scope and requirements of events, e.g., human resources, marketing, logistics, and operations
- Operations standards, principles, and best practices
- Emergency planning and response best practices

Ability To:

- Identify venue vulnerabilities and potential risks to guests and staff
- Establish and use monitoring strategies to minimize disruptions
- Take corrective actions as required
- Identify specific, realistic, measurable, and achievable tasks and phases required to meet venue programming objectives
- Determine timelines and critical paths for venue operations and programming
- Adjust critical paths for operations and programming as required
- Develop and implement policies and procedures regarding stage operations
- Recognize rigging system liability issues and how to address them

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	5 to 6 Years

7 – Manage People

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 7)

- Mission statements, goals, and objectives of the organization
- Current and emerging approaches to managing workplace diversity
- Organizational policies and procedures
- Applicable legislation, e.g., labor, employment, etc.
- Union agreements – collective agreements
- Organizational structures
- Human resource management
- Ethical behavior
- Communication strategies and techniques dealing with a multi-generational and diverse workforce

7.A – Determine Staffing Requirements

Knowledge Of:

- Current knowledge, understanding, abilities, and skills of staff
- Job and task analysis with the development of job descriptions
- Employee Life Cycle
- Concept of critical paths and timelines for venue operations and programming

Ability To:

- Identify staffing requirements based on a review of program activities, event forecasting, staff workloads, budgets, and opportunities for growth
- Define the roles and responsibilities of staff and volunteers
- Develop and implement a scheduling system
- Conduct tasks/function analysis
- Assess benefits, costs, and risks to the venue in relation to volunteer involvement
- Establish wage rates and salary expectations
- Develop plans that show respect for workplace diversity
- Evaluate staff turnover and reasons for leaving
- Adjust human resources to address trends and issues
- Develop appropriate job descriptions; review and update as required
- Ensure staffing requirements take into consideration persons with disabilities

- Anticipate venue event programming schedule and operational requirements

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

7.B – Develop and Enforce Employment Policies and Procedures

Knowledge Of:

- Orientation guidelines and practices
- Employment selection strategies
- Approaches to embracing diversity, equity, inclusion, and accessibility
- Employment legislation, regulations, policies, and guidelines
- Human resource policies and procedures
- Communication protocols and reporting structures
- Current trends and techniques regarding changing workplace environments

Ability To:

- Develop employee manuals
- Communicate employee manuals, policies, and procedures to all employees
- Ensure that proposed policies and procedures comply with applicable legislation
- Monitor implementation of policies and procedures
- Ensure policies and procedures take into consideration persons with disabilities

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

7.C – Develop and Execute Performance Management Plans

Knowledge Of:

- Performance evaluation methods; performance management programs
- Performance expectations
- Human resource policies and procedures
- Job and task analysis
- Employee Life Cycle

Ability To:

- Define role-based competencies for staff
- Develop and implement an assessment process to measure staff performance
- Clarify performance expectations
- Provide instructions/guidance for managers who will be assessing staff
- Conduct timely performance appraisals/reviews with regular feedback on performance

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

7.D – Empower Staff to Make Decisions and Resolve Complaints Expeditiously

Knowledge Of:

- Team leading and delegating
- Problem-solving and decision-making skills
- Strategies addressing customer service
- Employee empowerment
- Current knowledge, understanding, and skills of staff

Ability To:

- Empower staff and volunteers to deliver excellent stakeholder service
- Recognize and encourage creativity, initiative, and innovation in others
- Provide support to staff, especially during times of setback and/or change
- Develop strategies to ensure team members are encouraged to participate in the decision-making process within agreed-upon limits

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	Severe Risk / Extremely Important	5 to 6 Years

7.E – Engage in Mentoring Activities

Knowledge Of:

- Coaching techniques
- Performance expectations
- Individual strengths and weaknesses, including one's own and those in the roles of mentor and mentee
- Mentoring techniques in the workplace
- Mentee's goals and objectives
- Motivational strategies

Ability To:

- Develop mentoring programs that consider multiple generational levels
- Coach and mentor staff
- Develop employees for job growth

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	Moderate Risk / Important	3 to 4 Years

7.F – Establish Expectations for Staff Behavior

Knowledge Of:

- Orientation guidelines and practices
- Concept of critical paths and time management for venue operations and programming
- Ethical behavior
- Multiple generations in the workplace
- Community standards
- Employee expectations of the employer

Ability To:

- Clarify performance expectations and reinforce desired behaviors
- Promote teamwork
- Encourage effective communication
- Resolve conflicts
- Coach and mentor staff
- Delegate tasks and responsibilities
- Conduct timely performance appraisal/reviews
- Provide regular, constructive feedback on job performance
- Identify training needs and set priorities with staff
- Address performance problems
- Maintain professional conduct and appearance
- Exhibit the qualities of approachability, dedication, flexibility, and patience
- Use and implement appropriate time management systems
- To understand the challenges of multiple generational groups working together
- Articulate the need for professional ethics in venue management
- Recognize and encourage creativity and innovation in others

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	Severe Risk / Extremely Important	5 to 6 Years

7.G – Facilitate All Staff and Volunteer Recruitment and Training Programs

Knowledge Of:

- Orientation/onboarding guidelines and best practices
- Recruitment strategies
- Employee selection strategies
- Employee training methodologies and best practices
- Adult learning principles
- Human resource policies and procedures
- Job descriptions

Ability To:

- Assess and match current skills and abilities of staff/volunteers to organizational needs
- Define selection criteria for the employment of staff/volunteers
- Establish/follow pre-employment screening practices
- Develop employee manuals
- Identify, develop, and implement employee and volunteer training programs
- Determine the best methods for recruiting target groups of employees/volunteers
- Develop and communicate expectations and guidelines to staff
- Evaluate staff turnover and reasons for leaving
- Adjust human resources to address trends and issues
- Develop hiring practices that avoid discrimination issues
- Ensure recruitment and training include addressing persons with disabilities
- Develop training opportunities for multiple generations
- Develop appropriate job descriptions; review and update as required

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	Moderate Risk / Important	3 to 4 Years

7.H – Manage Positive Workplace Environment and Diversity

Knowledge Of:

- The expansive definition of DEI as it relates to BIPOC, mental health, and physical disabilities of the organization and the community it serves
- Human resource policies and procedures
- Multiple generations in the workplace
- Discrimination and bias in the workplace
- Employee assistance programs
- Communication strategies and skills in dealing with a diverse workforce

Ability To:

- Develop and implement employee reward/recognition programs
- Promote fair business practices
- Promote an environment free of discrimination, harassment, and disrespect
- Provide employees with accurate and impartial information
- Help employees manage stressful situations and direct employees to available resources as needed
- Establish and promote clear and reasonable workplace guidelines
- Accommodate staff and customers with special needs
- Consider and understand cultural differences/etiquettes when difficulties occur
- Strategically align employees with the venue's mission and brand
- Determine what motivates employees
- Identify opportunities to create a positive workplace
- Develop plans that show respect for workplace diversity

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	Severe Risk / Extremely Important	3 to 4 Years

7.I – Manage Staff Layoffs, Terminations, and Resignations

Knowledge Of:

- Employment regulations
- Human resource policies and procedures
- Discrimination and bias
- Attrition schedules and succession planning

Ability To:

- Develop and implement a fair and transparent disciplinary process
- Identify and respond to performance and behavior problems
- Ensure that organizational procedures regarding layoffs, terminations, and resignations are implemented and followed
- Conduct exit interviews
- Evaluate staff turnover

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

7.J – Negotiation and Oversight of Labor and Purchased Services Agreements

Knowledge Of:

- Collective bargaining and collective agreements
- Request for Proposal (RFP) and Expression of Interest (EOI) process
- Contract management fundamentals
- Procurement strategies

Ability To:

- Establish working relationships with service providers
- Determine and take corrective actions when required
- Ensure adherence to contracts by all parties
- Develop, implement, and evaluate a Request for Proposal (RFP) and/or an Expression of Interest (EOI)

% of Professional Time Allocated	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	5 to 6 Years

8 – Manage Resources

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 8)

- Mission statement, goals, and objectives of the organization
- Organizational structure, scope, requirements, and responsibilities
- Strategic planning
- Relationships between and among all aspects of venue programming and venue management
- Brand standards and compliance expectations
- Applicable legislative requirements and contractual obligations

8.A – Develop and Manage Capital Plans

Knowledge Of:

- Financial accounting systems, policies, procedures, and internal controls
- Budgeting/forecasting
- Capacity planning and need for growth
- Types of research and evaluation appropriate for venue management
- Return on investment methods
- Project management principles and best practices
- Building, structure, and equipment life cycles

Ability To:

- Identify potential capital projects
- Develop project plans with priorities, budgets, milestones, and critical paths
- Plan for contingencies
- Review capital funding and capital plans
- Monitor work progress against schedules, budgets, resource availability
- Prepare progress/final reports

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	High Risk / Very Important	5 to 6 Years

8.B – Develop and Manage Operational Budgets

Knowledge Of:

- Financial accounting systems, policies, procedures, and internal controls
- Financial statements and budget management systems
- Budgeting/forecasting
- Financial research and evaluation best practices for venue management
- Return on investments
- Inventory management
- Financial goals

Ability To:

- Identify and interpret data and data sources needed for budget preparations
- Determine resource requirements for budget periods
- Explore and determine potential sources of revenue
- Determine allocations for expense line items based on a chart of accounts
- Define return on investment objectives/expected outcomes, e.g., efficiency, effectiveness, accountability, and justifying investments
- Create a business case for budget allocations
- Establish contingency plans and funds
- Establish and comply with budget control guidelines, policies, and procedures
- Monitor and review financial systems and identify opportunities for improved budget performance
- Complete and analyze financial and statistical reports
- Review critical success factors or benchmarks for venue programming and operations
- Debrief internal and external stakeholders

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	Severe Risk / Extremely Important	5 to 6 Years

8.C – Develop and Manage Standard Maintenance Plans

Knowledge Of:

- Relationships between and among all aspects of venue programming and venue management
- Organizational policies and procedures
- Industry best practices
- Applicable legislative requirements and contractual obligations
- Operational scope and requirements
- Equipment and infrastructure service guidelines and lifecycle status
- Community standards

Ability To:

- Establish and review venue standards, policies, and procedures
- Develop maintenance budget
- Develop contingency plans for equipment failure
- Identify areas for capital improvement with need, budget, and benefit
- Develop and implement housekeeping management plans
- Establish standards for housekeeping and maintenance staffs
- Motivate housekeeping and maintenance staffs
- Develop and implement short-term and long-term maintenance management plans
- Monitor and quality of outputs and deliverables

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	High Risk / Very Important	5 to 6 Years

8.D – Direct and Coordinate Computer / Network Technology and Industry Best Practices

Knowledge Of:

- Technology terminology
- Network lifecycle
- Types of research and evaluation appropriate for venue management

- Tends in technology and best practices
- Cyber security
- Applicable legislation, e.g., freedom of information and protection of privacy

Ability To:

- Assess the current state of the venue's communication and network systems and determine the appropriate technology needs of the venue
- Look for optimization and growth opportunities
- Develop and implement a network management system
- Establish a network usage policy
- Implement a strong network security framework
- Create an emergency plan for data breaches and cyber threats
- Develop communications and network resources
- Set up communications and network channels that facilitate the flow and scope of communication needs for all functions of the venue
- Provide staff training on the use of communications and networking equipment

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	Moderate Risk / Important	3 to 4 Years

8.E – Manage Implementation of Administrative Projects

Knowledge Of:

- Project management principles and best practices
- Applicable legislation and legally binding documents, e.g., contracts
- Negotiation skills
- Strategic planning
- Capacity planning and need for growth
- Industry trends

Ability To:

- Establish project priorities; review and update as needed
- Use project management planning tools
- Plan for contingencies

- Monitor work progress against schedules, budgets, resource availability
- Monitor and evaluate the quality of outputs and deliverables with overall project effectiveness
- Prepare progress/final reports

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	High Risk / Very Important	5 to 6 Years

8.F – Promote Sustainable Practices and Innovations in Green Technology

Knowledge Of:

- Concepts of sustainability, e.g., integration of economic, social, and environmental considerations
- Environmental issues and concerns
- Environment sustainability trends and best practices
- Environmental legislation, policies, and guidelines

Ability To:

- Develop and implement venue sustainability initiatives
- Align sustainability practices with existing organizational processes
- Evaluate potential short-term and long-term impacts on venue programming and operations
- Integrate environmental awareness into venue programming and management
- Implement and review conservation practices, e.g., such as recycling programs
- Identify environmental sensitivities
- Adhere to legislation to protect the environment
- Communicate sustainable practices to staff, stakeholders, clients, and attendees

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
6%	Moderate Risk / Important	5 to 6 Years

9 – Manage Risks

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 9)

- Mission statement, goals, and objectives of the organization
- Risk management strategies and plans
- Common risk management procedures

9.A – Apply Industry Best Practices When Conducting Event and Venue Risk Assessments

Knowledge Of:

- Research methods
- Types of business risk factors
- Risk assessment tools
- Impact of the kinds of business risks
- Common risk factors

Ability To:

- Assess risk management plan on an ongoing basis
- Identify current and foreseeable risks, and assess risk management plans to address those risks
- Develop crowd management strategies and plans
- Determine the scope and nature of legal, ethical, and regulatory obligations
- Evaluate venue geographic location for potential hazards, threats, vulnerability, or other risks
- Carry out contingency and business continuity plans as appropriate
- Conduct risk assessment and determine:
  - Exposer to damage, loss, or liability
  - Probability of occurrence and consequences of risk
- Evaluate options to meet legal requirements and mitigate risks
- Prioritize risks, considering the venue's tolerance for risk and jurisdiction's mandates regarding risk, and mitigating or transferring risk
- Gain the support of organization and key personnel for risk management
- Evaluate the effectiveness of risk management techniques

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	Severe Risk / Extremely Important	3 to 4 Years

9.B – Develop and Manage Contingency Planning

Knowledge Of:

- Organizational capabilities
- Public relations strategies
- Crowd management strategies and plans

Ability To:

- Establish risk management policies and procedures
- Assess risks management plan on an ongoing basis
- Identify current and foreseeable risks
- Determine the scope and nature of legal, ethical, and regulatory obligations
- Evaluate venue and geographic location for potential hazards, threats, vulnerability, or other risks
- Carry out contingency and business continuity plans as appropriate
- Conduct risk assessment and determine the consequences of any risk
- Evaluate options to meet legal requirements and mitigate risks
- Gain the support of organization and key personnel for risk management
- Develop venue contingency and implementation plans

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	High Risk / Very Important	5 to 6 Years

9.C – Ensure the Development and Implementation of an Emergency Action Plan and Procedures

Knowledge Of:

- Emergency response resources, including third-party resources
- Duty of care
- Life safety code
- Industry standards and best practices
- Legislation, compliance, regulatory requirements, and protocols

Ability To:

- Conduct a threat assessment to identify potential threats, hazards, or emergencies
- Perform a capability assessment to determine resources available to respond to an emergency
- Consult and coordinate with authorities to determine requirements and appropriate emergency procedures
- Identify health and safety requirements
- Prepare a risk management plan or emergency action plan, including:
    - Chain of command
    - Emergency and control procedures
    - Spokesperson(s)
    - Implementation strategies
- Gain the support of organization and key personnel for risk management
- Implement relevant training
- Assess risk management plan on an ongoing basis

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	Severe Risk / Extremely Important	5 to 6 Years

9.D – Maintain a Safe and Secure Environment

Knowledge Of:

- Applicable codes and legislation, e.g., fire, public health, and safety
- Life safety code
- Types of risk factors associated with venue programming and operations
- Crowd management strategies and techniques

Ability To:

- Conduct a life safety assessment
- Determine the scope and nature of legal, ethical, and regulatory obligations and monitor adherence to the same
- Identify health and safety requirements – select available options to meet requirements
- Establish venue safety management plan, policies, and procedures
- Implement appropriate orientation and training
- Promote and maintain a safe work environment
- Develop crowd management strategies for:
  - o Traffic flow of attendees
  - o Attendee behavior and restrictions
  - o Conditions exceeding thresholds
- Ensure that space, facilities, and services are adequate for programming and attendees
- Communicate policies and expectations regarding attendee behavior and restrictions
- Establish emergency response measures
- Develop and implement guidelines and policies that detail emergency/security responses for emergency situations
- Implement internal and external security communication systems
- Determine security levels of protection for the venue
- Develop crowd management strategies and crowd management plans

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	Severe Risk / Extremely Important	3 to 4 Years

9.E – Manage Compliance with Workplace Health and Safety Regulations

Knowledge Of:

- Applicable codes and legislation, e.g., fire, public health, and safety
- Life safety codes
- Union agreements addressing workforce safety

Ability To:

- Determine the scope and nature of legal, ethical, and regulatory obligations
- Identify health and safety requirements – select available options to meet requirements
- Establish health and safety management strategies, policies, and procedures
- Monitor adherence to applicable legal, regulatory, and operational requirements
- Keep up to date on legislative and regulatory changes

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	High Risk / Very Important	5 to 6 Years

9.F – Minimize Business Risk Through Contract and Insurance Management

Knowledge Of:

- Legal and insurance policies and procedures
- Duty of care

Ability To:

- Assess legal and insurance policies and procedures
- Analyze the return on investment of business decisions and actions:
    - How much is risk reduced
    - Is the risk prevention initiative cost-effective

- Conduct risk assessment and determine the consequences of any risk
- Evaluate options to meet legal requirements and mitigate risks
- Understand the terminology utilized to dictate and define insurance principles and practices
- Stay abreast of the different types of insurance available
- Monitor insurance industry trends

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	High Risk / Very Important	5 to 6 Years

9.G – Health Emergencies/Crisis Response Management

Knowledge Of:

- Applicable codes and legislation
- Health emergencies/crisis response management and industry best practices

Ability To:

- Monitor adherence to applicable legal, regulatory, and operational requirements
- Communicate to employees, clients, stakeholders, and the public the venue's protocols and responses to health emergencies/crises
- Monitor industry trends developing in response to the health emergencies/crises

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	Severe Risk / Extremely Important	5 to 6 Years

10 – Provide Quality Experiences

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 10)

- Mission statement, goals, and objectives of the organization
- Team leading, delegating, and empowering
- Organizational structure
- Policies and regulations addressing the accessibility of venues
- Technology trends used to enhance the experience
- Venue Sensory Exposures Audit
- Operational standards, principles, policies, procedures, and best practices

10.A – Create a Culture of Service Excellence

Knowledge Of:

- Communication skills
- Delegation and empowerment
- Quality management principles and concepts

Ability To:

- Emphasize the importance of providing value to tenants and attendees and empower staff to deliver exceptional service
- Establish programs that train employees in customer service
- Develop and conduct a Sensory Exposures Audit of the venue
- Explore options to enhance the consumers' experience in the venue and create loyalty incentive programs
- Ensure staff knows and understands stakeholders' expectations

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	Severe Risk / Extremely Important	3 to 4 Years

10.B – Develop and Maintain Strategies for Monitoring Customer Relationship Management (CRM)

Knowledge Of:

- Customer Relationship Management (CRM)
- Technology trends used to enhance the experience
- Brand and venue standards
- Loyalty programs

Ability To:

- Develop attendee database through website, surveys, and Customer Relationship Management (CRM) software
- Encourage suggestions from attendees, staff, and stakeholders and respond appropriately to feedback
- Monitor attendee experiences
- Interpret analytics and create program and marketing opportunities

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	High Risk / Very Important	5 to 6 Years

10.C – Ensure Accessibility and Compliance with All Applicable Regulations

Knowledge Of:

- Health, safety, and security considerations
- Problem-solving and decision-making skills
- Legislation, compliance, and regulatory laws and protocols

Ability To:

- Identify and meet legislative and regulatory requirements
- Communicate and emphasize to employees, contractors, service providers, and clients that compliance with accessibility laws and guidelines is required
- Make accessibility and nondiscrimination an integral and routine part of day-to-day operations
- Provide training to staff on how to interact with people with disabilities
- Embrace accessibility as an organizational asset
- Recognize challenges of architectural accessibility
- Establish policies, procedures, and practices addressing the issue of programmatic accessibility
- Stay current on changes in policies, regulations, and guidelines addressing accessibility within the realm of public accommodations

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	High Risk / Very Important	3 to 4 Years

10.D – Resolve Concerns and Complaints Constructively

Knowledge Of:

- Communication skills
- Problem-solving and decision-making skills
- Facilitation and de-escalation techniques

Ability To:

- Listen to concerns and complaints and empathize with the individual
- Identify possible solutions and select the best mutually acceptable solutions
- Understand the impact of the potential outcomes for all parties
- Remain impartial

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	High Risk / Very Important	3 to 4 Years

11 – Stakeholder Engagement and Management

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 11)

- Mission statement, goals, and objectives of the organization
- Stakeholders' needs and expectations
- Budgets and allocations
- Stakeholder management strategies
- Market strategies

11.A – Develop Tenant Management Operating Principles and Policies

Knowledge Of:

- Appropriate protocols and local customs
- Applicable legal and regulatory requirements
- Stakeholder satisfaction survey methods
- How customers view tenants as an extension of the venue's organization

Ability To:

- Work with stakeholders to:
  o Align the stakeholder's mission and goals with the venue's mission and goals
  o Identify and manage diversity and cross-culture concerns
  o Determine sustainability objectives
  o Identify financial resources that may be available and permittable
  o Develop and implement operating policies and procedures that are mutually beneficial
- Determine stakeholders' expectations
- Evaluate the requirements and needs of the tenants and provide viable options and solutions
- Be responsive to requests from tenants
- Manage with a tenant mindset
- Cooperate and deal fairly with stakeholders with honesty and integrity

- Plan and budget for capital improvements in tenant spaces

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	High Risk / Very Important	3 to 4 Years

11.B – Engage in Public and Community Relations Activities

Knowledge Of:

- Various sectors within the venue's community, their informational needs, and the effective communication strategies for each sector
- Impact of activities on the local community, e.g., economic benefits, social benefits, etc.
- Brand standards
- Public relations strategies
- Marketing strategies

Ability To:

- Develop, implement, and manage public relations strategy to align with the venue's marketing plan
- Develop plans for acquiring strategic, economic, and political alliances locally, regionally, and nationally
- Determine the information needs of each sector of the public
- Develop proactive and reactive strategies to address programming and the venue's needs and objectives
- Generate well-articulated and credible messages to be communicated to sectors of the public
- Identity legal, regulatory, and ethical requirements affecting the implementation of public relations strategies
- Source and select suitable media and communication outlets to reach sectors of the public
- Identify, respect, and accommodate media needs and restrictions
- Identify issues and trends that may impact venue objectives
- Cultivate a positive image and public opinion through promotional activities, advertising campaigns, and publicity plans
- Evaluate the effectiveness of public relations activities
- Adjust plan and activities to address issues and changes to the image

- Establish and maintain relationships with government, community, and other stakeholders
- Identify issues and trends that may affect objectives
- Define public relations objectives for venue programming and venue marketing
- Ensure media is supplied with accurate, credible information
- Identify ways to support the community, e.g., advertise community events, participate in food drives, etc.

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	High Risk / Very Important	5 to 6 Years

11.C – Identify, Cultivate, and Manage All Internal and External Stakeholders

Knowledge Of:

- Appropriate protocols and local customs
- Applicable legal and regulatory requirements
- Stakeholder satisfaction survey methods

Ability To:

- Identify internal and external stakeholders and their interests, issues, influence, and priorities
- Determine opportunities and challenges that each stakeholder presents
- Acknowledge and monitor stakeholder concerns and capabilities
- Ensure staff and volunteers understand the expectations of stakeholders
- Establish a system to evaluate and monitor stakeholder satisfaction
- Make recommendations to improve service
- Recognize and integrate varied interests and goals of stakeholders
- Communicate appropriately with stakeholders
- Establish positive relationships with all stakeholders
- Establish an effective conflict resolution process; communicate with staff and stakeholders the protocol for this process
- Define the various stakeholder roles and resulting obligations
- Identity and assess relationships between stakeholder groups

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	High Risk / Very Important	3 to 4 Years

11.D – Meet Sponsorship Terms and Conditions

Knowledge Of:

- Contract management policies and strategies
- Types of contracts and agreements
- Applicable legal and regulatory requirements

Ability To:

- Identify those assets that can be utilized for sponsorships
- Develop and implement policies regarding the sale of commercial rights
- Establish the value of assets for the sale of commercial rights
- Establish fulfillment obligations for the sale of commercial rights
- Stay abreast of market trends
- Ensure the satisfaction of the entities which purchase commercial rights opportunities

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
7%	Moderate Risk / Important	5 to 6 Years

12 – Strategic Planning and Action

Common Knowledge:
(Note: These knowledge statements apply to all sub-skills in Skill 12)

- Mission statement, goals, and objectives of the organization
- Basic business management skills
- Trend analysis and forecasting methods
- Methods to analyze and interpret data
- Strategic planning
- Cost/benefit analysis

12.A – Develop Goals and Objectives

Knowledge Of:

- Sustainability objectives, e.g., financial, environmental, and social
- Cross-Cultural issues
- Stakeholder expectations
- Applicable legislation and regulatory requirements
- Relationships between and among all aspects of venue programming and venue management
- Return on investment methods
- Types of research and evaluation methods appropriate to venue management and industry best practices

Ability To:

- Develop a mission statement to specify purpose and philosophy, and align with target expectations
- Create goal statements to specify how the mission will be achieved
- Establish objectives to specify actions, time frames, and performance measurements needed to achieve goals
- Identify and manage cross-cultural issues
- Characterize return on investment objectives/expected outcomes
- Conduct market research
- Identify legal and regulatory requirements
- Develop a strategic business plan for the venue

- Determine short-term, medium-term, and long-term economic and social impacts
- Manage cross-cultural issues
- Analyze cost and benefits
- Assess risk components
- Develop processes that will contribute to achieving goals

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	5 to 6 Years

12.B – Develop / Renew Mission and Vision / Value Statements

Knowledge Of:

- Mission statement, goal and objectives of organizations and stakeholders
- Capacity planning and need for growth
- Sustainability objectives, e.g., financial, environmental, and social
- Cross-Cultural issues
- Applicable legislation and regulatory requirements
- Relationships between and among all aspects of venue programming and venue management
- Return on investment methods
- Types of research and evaluation methods appropriate to venue management

Ability To:

- Work with, communicate, and understand stakeholder goals
- Develop a mission statement to specify purpose and philosophy
- Align mission statement and goals and objects with stakeholders' goals
- Compare organizational progress to the mission statement and established goals and objectives
- Analyze all data available when deciding to change course
- Consider short-term, medium-term, and long-term social and environmental impact issues
- Establish and implement evaluation/audit procedures
- Conduct market research
- Identify legal and regulatory requirements
- Analyze cost and benefits

- Assess risk components

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	Severe Risk / Extremely Important	5 to 6 Years

12.C – Establish and Promote the Organization's Values

Knowledge Of:

- Relationships between and among all aspects of venue programming and venue management

Ability To:

- Design a venue programming communication plan that will complement or integrate with the venue's internal goals and the external stakeholders' plans
- Establish standardized documentation and document design procedures
- Create information collection policies, procedures, and structures
- Construct information distribution policies, procedures, and structures
- Communicate organizational values to staff, clients, stakeholders, and public
- Develop a strong corporate culture

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	Severe Risk / Extremely Important	5 to 6 Years

12.D – Maintain and Utilize Venue Industry Relationships and Resources

Knowledge Of:

- Industry trends
- Societal trends

Ability To:

- Research information on current and emerging:
  - Trends
  - Ethical and legal issues
  - Technology
- Network with colleagues in the venue management industries
- Research competition
- Develop strategic alliances/collaborative partnerships

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

12. E – Perform SWOT and/or Situational Analysis

Knowledge Of:

- Quantitative and qualitative data
- Cross-cultural issues
- Societal trends
- Cost/benefit analysis
- Logistics and critical path

Ability To:

- Determine short-term, medium-term, and long-term economic and social impacts
- Conduct market research, surveys, and evaluations
- Evaluate similar or competitive organizations/events

- Identify legal and regulatory requirements
- Analyze costs and benefits
- Assess risk components
- Define opportunities for strategic alliances
- Identify potential stakeholder

% of Professional Time Allocated to Overall Skill	Criticality / Level of Importance	Time to be Proficient
10%	High Risk / Very Important	3 to 4 Years

Appendix 1: Core Competencies Summary Chart

1 Conduct Marketing and Promotional Activities	1.A Acquire Event and Venue Sponsors	1.B Develop and Implement Event and Venue Sales and Marketing Plan	1.C Develop Convention & Visitors Bureau Relations	1.D Manage Fund Raising Strategies
	1.E Manage Media Relations and Social Media Capabilities	1.F Monitor, Evaluate, and Adjust Marketing Plans and Strategies to Include Brand Development	1.G Supervise Event Programming Activities	
2 Demonstrate Leadership Skills	2.A Demonstrate Adaptability, Innovation, Creativity, and Conflict Management	2.B Demonstrate Emotional Intelligence	2.C Demonstrate Problem Solving, Critical Thinking, and Communication Skills	2.D Develop and Maintain Constructive Policies on Diversity, Equity, Inclusion, and Accessibility
	2.E Develop Governance Operating Principles and Policies	2.F Encourage and Pursue Continuous Learning and Professional Certifications	2.G Encourage Inter-Departmental Collaboration	2.H Establish and Maintain an Ethical Organizational / Leadership Culture
	2.I Model Expected Behavior	2.J Network and Share Information	2.K Promote Teamwork and Team Building	2.L Promote Workplace Performance

3 Demonstrate Management Skills	3.A Coordinate Shared Services Relationships	3.B Demonstrate Negotiation Skills	3.C Develop Booking and Scheduling Policies	3.D Develop Strong and Effective Financial and Business Management Skills
	3.E Manage Contracts and Official Documents	3.F Manage Time and Delegate Tasks	3.G Take Calculated Risks	
4 Manage Ancillary Services and Revenue Sources	4.A Ensure Provision of an Effective and Efficient Merchandise Program	4.B Ensure Provision of an Effective and Efficient Transit and Parking Program	4.C Establish and Oversee In-house Professional Service Fees	4.D Establish Rent / Occupancy Fees
	4.E Establish Utility / Service Fees	4.F Establish Ticketing Operations and Revenues		
5 Manage Food and Beverage Operations	5.A Identify, Analyze, and Implement, as Required, Trends in New Products, Best Practices, Technology, and Sustainability	5.B Oversee Alcohol Sales Program Policies / Guidelines, Best Practices, and Management	5.C Oversee All Aspects of In-house or Contractor-Managed Food / Beverage Systems	

6 Manage Operations	6.A **Comply with Collective Bargaining Agreements**	6.B **Comply with Legislation and Regulatory Requirements**	6.C **Demonstrate Environmental Responsibility**	6.D **Develop / Evaluate Daily, Seasonal, and Annual Operations**
	6.E **Establish and Ensure Adherence to Venue Standards for Appearance and Maintenance**	6.F **Manage Service Provider Contracts**	6.G **Monitor Event and Production Operations**	
7 Manage People	7.A **Determine Staffing Requirements**	7.B **Develop and Enforce Employment Policies and Procedures**	7.C **Develop and Execute Performance Management Plans**	7.D **Empower Staff to Make Decisions and Resolve Complaints Expeditiously**
	7.E **Engage in Mentoring Activities**	7.F **Establish Expectations for Staff Behavior**	7.G **Facilitate All Staff and Volunteer Recruitment and Training Programs**	7.H **Manage Positive Workplace Environment and Diversity**
	7.I **Manage Staff Layoffs, Terminations, and Resignations**	7.J **Negotiation and Oversight of Labor and Purchased Services Agreements**		

8 Manage Resources	8.A	8.B	8.C	8.D
	Develop and Manage Capital Plans	Develop and Manage Operational Budgets	Develop and Manage Standard Maintenance Plans	Direct and Coordinate Computer / Network Technology and Industry Best Practices
	8.E	8.F		
	Manage Implementation of Administrative Projects	Promote Sustainable Practices and Innovations in Green Technology		
9 Manage Risk	9.A	9.B	9.C	9.D
	Apply Industry Best Practices When Conducting Event and Venue Risk Assessments	Develop and Manage Contingency Planning	Ensure the Development and Implementation of an Emergency Action Plan and Procedures	Maintain a Safe and Secure Environment
	9.E	9.F	9.G	
	Manage Compliance with Workplace Health and Safety Regulations	Minimize Business Risk Through Contract and Insurance Management	Health Emergencies/Crisis Response Management	
10 Provide Quality Experiences	10.A	10.B	10.C	10.D
	Create a Culture of Service Excellence	Develop and Maintain Strategies for Monitoring Customer Relationship Management (CRM)	Ensure Accessibility and Compliance with All Applicable Regulations	Resolve Concerns and Complaints Constructively

11 Stakeholder Engagement and Management	11.A	11.B	11.C	11.D
	Develop Tenant Management Operating Principles and Policies	Engage in Public and Community Relations Activities	Identify, Cultivate, and Manage All Internal and External Stakeholders	Meet Sponsorship Terms and Conditions
12 Strategic Planning and Action	12.A	12.B	12.C	12.D
	Develop Goals and Objectives	Develop / Renew Mission and Vision / Value Statements	Establish and Promote the Organization's Values	Maintain and Utilize Venue Industry Relationships and Resources
	12.E			
	Perform SWOT and/or Situational Analysis			

Appendix 2: CVE Exam Content

During the job analysis study's validation survey, Subject Matter Experts (SMEs) were asked to rate the importance and frequency of each of the competencies and skills, knowledge, and attributes/abilities (SKAs) in the Venue Executive Competency Standard (e.g., how important is this competency/SKA to a venue executive's job and how frequently does a venue executive perform this skill). Based on these results, the approximate percentage of items or questions that candidates taking the CVE examination will expect to receive for each of the core competencies are as follows:

1. Conduct Marketing and Promotional Activities ~ (approximately 6% or 15 questions)

1.A - Acquire Event and Venue Sponsors

1.B - Develop and Implement Event and Venue Sales and Marketing Plan

1.C - Develop Convention and Visitors Bureau Relations

1.D - Manage Fund Raising Strategies

1.E -Manage Media Relations and Social Media Capabilities

1.F - Monitor, Evaluate, and Adjust Marketing Plans and Strategies to Include Brand   Development

1.G - Supervise Event Programming Activities

2. Demonstrate Leadership Skills ~ (approximately 14% or 35 questions)

2. A - Demonstrate Adaptability, Innovation, Creativity, and Conflict Management

2. B - Demonstrate Emotional Intelligence

2.C - Demonstrate Problem Solving, Critical Thinking, and Communication Skills

2.D - Develop and Maintain Constructive Policies on Diversity, Inclusion, Equity, and   Accessibility

2.E - Develop Governance Operating Principles and Policies

2.F - Encourage and Pursue Continuous Learning and Professional Certifications

2.G - Encourage Inter-departmental Collaboration

2.H - Establish and Maintain an Ethical Organizational/Leadership Culture

2.I - Model Expected Behavior

2.J - Network and Share Information

2.K - Promote Teamwork and Team Building

2.L -Promote Workplace Performance

3.   Demonstrate Management Skills ~ (approximately 10% or 25 questions)

3.A - Coordinate Shared Services Relationships

3.B - Demonstrate Negotiation Skills

3.C - Develop Booking and Scheduling Policies

3.D - Develop Strong and Effective Financial and Business Management Skills

3.E - Manage Contracts and Official Documents

3.F - Manage Time and Delegate Tasks

3.G - Take Calculated Risks

4.   Manage Ancillary Services and Revenue Sources ~ (approximately 8% or 20 questions)

4.A - Ensure Provision of an Effective and Efficient Merchandise Program

4.B - Ensure Provision of an Effective and Efficient Transit and Parking Program

4.C - Establish and Oversee In-house Professional Service Fees

4.D - Establish Rent/Occupancy Fees

4.E - Establish Utility/Service Fees

4.F - Oversee Ticketing Operations and Revenues

5.   Manage Food and Beverage Operations ~ (approximately 5% or 14 questions)

5.A - Identify, Analyze, and Implement as required Trends in New Product, Best Practices, Technology, and Sustainability

5.B - Oversee Alcohol Sales Program Policies/Guidelines, Best Practices, and Management

5.C - Oversee All Aspects of In-house or Contractor-Managed Food/Beverage Systems,   Procedures, and Relationships

6. Manage Operations ~ (approximately 10% or 25 questions)

6.A - Comply with Collective Bargaining Agreements

6.B - Comply with Legislation and Regulatory Requirements

6.C - Demonstrate Environmental Responsibility

6.D - Develop/Evaluate Daily, Seasonal, and Annual Operations

6.E - Establish and Ensure Adherence to Venue Standards for Appearance and Maintenance

6.F - Manage Service Provider Contracts

6.G - Monitor Event and Production Operations

7. Manage People ~ (approximately 10% or 25 questions)

7.A - Determine Staffing Requirements

7.B - Develop and Enforce Employment Policies and Procedures

7.C - Develop and Execute Performance Management Plan

7.D - Empower Staff to make Decisions and Resolve Complaints Expeditiously

7.E - Engage in Mentoring Activities

7.F - Establish Expectations for Staff Behavior

7.G - Facilitate All Staff and Volunteer Recruitment and Training Programs

7.H - Manage Positive Workplace Environment and Diversity

7.I - Manage Staff Layoffs, Terminations, and Resignations

7.J - Negotiation and Oversight of Labor and Purchased Services Agreements

8. Manage Resources ~ (approximately 6% or 15 questions)

8.A - Develop and Manage Capital Plans

8.B - Develop and Manage Operational Budgets

8.C - Develop and Manage Standard Maintenance Plans

8.D - Direct and Coordinate Computer/Network Technology and Industry Best Practices

8.E - Manage Implementation of Administration and Capital Projects

8.F - Promote Sustainable Practices and Innovations in Green Technology

9. Manage Risk ~ (approximately 7% or 17 questions)

9.A - Apply Industry Best Practices when Conducting Event and Venue Risk Assessments

9.B - Develop and Manage Contingency Planning

9.C - Ensure the Development and Implementation of an Emergency Action Plan and   Procedures

9.D - Maintain Safe and Secure Environment

9.E - Manage Compliance with Workplace Health and Safety Regulations

9.F - Minimize Business Risk through Contract and Insurance Management

9.G - Pandemic – Manage Response Resources

10. Provide Quality Experiences ~ (approximately 7% or 17 questions)

10.A - Create a Culture of Service Excellence

10.B - Develop and Maintain Strategies for Monitoring Customer Relationship Management   (CRM)

10.C - Ensure Accessibility and Compliance with All Applicable Regulations

10.D - Resolve Concerns and Complaints Constructively

11. Stakeholder Engagement and Management ~ (approximately 7% or 17 questions)

11.A - Develop Tenant Management Operating Principles and Policies

11.B - Engage in Public and Community Relations Activities

11.C - Identify, Cultivate, and Manage All Internal and External Stakeholders

11.D - Meet Sponsorship Terms and Conditions

12. Strategic Planning and Action ~ (approximately 10% or 25 questions)

12.A - Develop Goals and Objectives

12.B - Develop / Renew Mission and Vision/ Value Statements

12.C - Establish and Promote the Organization's Values

12.D - Maintain and Utilize Venue Industry Relationships and Resources

12.E - Perform SWOT and/or Situational Analysis

Appendix 3: Body of Knowledge

The following sources have been validated with regard to where respective CVE exam questions will be taken. (September 2022)

1. **2020 PUBLIC ASSEMBLY VENUE MANAGEMENT TEXTBOOK:** Mahoney, Kimberly, Ph.D., Esckilsen, Lee A., CFE, CHE, Jeralds, Adonis "Sporty", CFE and Camp, Steve CFE, Public Assembly Venue Management: Sports, Entertainment, Meeting, and Convention Venues, 2015; Kendall Hunt Publishing, Dubuque, Iowa, ISBN13 978-1-7924-2601-8

2. **2019 IAVM VENUE MANAGEMENT SCHOOL MONOGRAPHS:** Monographs are from the IAVM Venue Management Year 1 (100 level) and Year 2 (200 level) course presentations from the 2019 School at Saddlebrook Resort, Tampa, Florida; NO AUTHOR LISTED FOR THE 2019 MONOGRAPHS AS IT HAS BEEN DETERMINED THAT MATERIAL IS EDITED EVERY YEAR BY THE NEW PROGRAM PRESENTER AND ONLY THE YEAR VERSION/TITLE AND PAGE OF THE MONOGRAPH IS RELEVANT AS THE SOURCE.

3. **2020/21 IAVM VENUE MANAGEMENT SCHOOL MONOGRAPHS:** Monographs are from the IAVM Venue Management Year 1 (100 level) and Year 2 (200 level) course presentations from the 2021/22 School at Saddlebrook Resort, Tampa, Florida; NO AUTHOR LISTED FOR THE 2020/21 MONOGRAPHS AS IT HAS BEEN DETERMINED THAT MATERIAL IS EDITED EVERY YEAR BY THE NEW PROGRAM PRESENTER AND ONLY THE YEAR VERSION/TITLE AND PAGE OF THE MONOGRAPH IS RELEVANT AS THE SOURCE.

4. **IAVM GLOSSARY OF TERMS:** IAVM GLOSSARY OF TERMS, 2ND EDITION, 2011-2012, International Association of Venue Managers, 635 Fritz Drive, Suite 100, Coppell, Texas 75019; [IAAM Glossary of Terms (iavm.org)](iavm.org)

5. **FACILITY MANAGER MAGAZINE:** Facility Manager Magazine is published quarterly by International Association of Venue Managers, 635 Fritz Drive, Suite 100, Coppell, Texas 75019; [Venue Professional Magazine – International Association of Venue Managers (iavm.org)](iavm.org) / [Past Issues – International Association of Venue Managers (iavm.org)](iavm.org)

6. **FACILITY MANAGER ENCORE:** Facility Manager Encore is published quarterly by the International Association of Venue Managers, 635 Fritz Drive, Suite 100, Coppell, Texas 75019; Past Issues – International Association of Venue Managers (iavm.org)

7. **IAVM 2019 SUSTAINABILITY SURVEY:** 2019 Sustainability Survey was published by the International Association of Venue Managers, 635 Fritz Drive, Suite 100, Coppell, Texas 75019; 2019_sustainability_report-final.pdf (iavm.org)

8. **IAVM VENUE PROFESSIONAL COMPETENCY STANDARDS:** Published by International Association of Venue Managers, 635 Fritz Drive, Suite 100, Coppell, Texas; Venue Professional Competency Standards (2014) V. 1; iavm_venue_professional_competency_standard.pdf

9. ***MEGA-SHELTER BEST PRACTICES PLANNING GUIDE:*** *Mega-Shelter Best Practices for Planning-Activation-Operations (2010). A product of the IAAM Life Safety Council and p*ublished by the International Association of Venue Managers, 635 Fritz Drive, Suite 100, Coppell, Texas; Mega_Shelter_PlanGuide_v2email.pdf (iavm.org)

10. **PUBLIC ASSEMBLY FACILITIES RECOVERY GUIDE**: Public Assembly Facilities Recovery Guide, 2nd Edition, October 2020; developed by the IAVM Reopen and Recovery Task Force comprised of industry leaders from venues and allied organizations; published by International Association of Venue Managers, 635 Fritz Drive, Suite 100, Coppell, Texas; rr-guide.pdf (iavm.org)

11. **IAVM COVID-19 OUTBREAK RESOURCES:** International Association of Venue Managers compilation of Covid-19 resources to include Webinars, GBAC STAR Accreditation Program, online learning sessions, Town Hall meetings which can be found on the IAVM website under the Resources tab, Safety and Security sub-tab and then Covid-19 Resources: International Association of Venue Managers, 635 Fritz Drive, Suite 100, Coppell, Texas; Safety & Security – International Association of Venue Managers (iavm.org)

12. **BUSINESS AND CONTINUITY RESILIENCE ZOOMCAST:** Peter Ashwin, AVSS Faculty Member and Wayne Middleton, Chairman of Australia's Venue Management School Committee produced four podcasts for IAVM related to business continuity in the COVID era. Zoom cast is available in the online learning section of the compilation of COVID-19 resources; - https://iavm.org/iavm-covid-19-outbreak-resources-business-continuity-and-resilience-risk-management-disruption-risk/ ; https://iavm.org/iavm-covid-19-outbreak-resources-business-continuity-and-resilience-business-impact-analysis/

13. **GBAC STAR ACCREDITATION PROGRAM**: available in the GBAC STAR Accreditation Program section of the compilation of COVID-19 resources [GBAC-STAR-Accreditation-Handbook-2020-1-1-2.pdf (issa.com)](#)

14. **IAVM MENTOR CONNECTOR-MENTOR/MENTEE HANDBOOK**; Revised December 2019, International Association of Venue Managers, 635 Fritz Drive, Suite 100, Coppell, Texas. [Microsoft Word - Mentor Handbook 12-19 V 3.docx (iavm.org)](#)

15. **IAVM Learning Library: compilation of webinars and other mediums for communicating current topics of interest, which can be found on the IAVM website under the Career + Learning tab; International Association of Venue Managers, 635 Fritz Drive, Suite 100, Coppell, Texas** [International Association of Venue Managers (iavm.org)](#); [Membership – International Association of Venue Managers (iavm.org)](#); [Career + Learning – International Association of Venue Managers (iavm.org)](#); [Learning Library – International Association of Venue Managers (iavm.org); Mentor Program – International Association of Venue Managers (iavm.org)](#)

Appendix 4: Subject Matter Experts (SMEs)

During the validation process, the Certification Board used Subject Matter Experts (SMEs) to identify the core competencies of a venue executive and provide feedback on each competency standard's relevance, criticality, and associated skills, knowledge, and attributes. The individuals who filled this essential role in the validation exercise are listed below.

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Kim Bedier, CVE

Kevin Bruder, CVE

Adam Cook, CVE

Jeff Davis, CVE

Patrick Donnelly, CVE

Justin Durfey, CVE

Jim Finch, CVE

Robert Fingerman, CVE

Jamie Galileo, CVE

Shura Garnett, CVE

Larry Gawronski, CVE

Jennifer Graham, CVE

Eric Granger, CVE

Dean Hassall, CVE

Mark Heiser, CVE

Vickie Hubbard, CVE

Robert Hunter, CVE

Philip Jordan, CVE

Michael Junod, CVE

Al Karosas, CVE

Scott Kavanaugh, CVE

Joe Levy, CVE

Dot Lischick, CVE

Tim Long, CVE

Michael Marion, CVE

Kevin McIntyre, CVE

Mark Mettes, CVE

Michael Meyers, CVE

Glen Mikkelsen, CVE

Brett Mitchell, CVE

Jennifer Norris, CVE

Kerry Painter, CVE, CMP, CEM

Larry Perkins, CVE, CPP, CMP

Brandi Quick, CVE

Tim Riddle, CVE

Robert Rose, CVE Ret.

Marty Smith, CVE

Kevin Spence, CVE Ret.

Robert Stewart, CVE

Brian Stovall, CVE

Cheryl Swanson, CVE

Robert Vaughn, CVE Ret.

Philip Verrastro, CVE

Erik Waldman, CVE

Cliff Wallace, CVE

Danny Wheeler, CVE

Robyn Williams, CVE

Suzanne Williams, CVE

Denise Zigler, CVE Ret.

Stephen Zito, CVE