



2016
CERTIFIED FACILITIES EXECUTIVE
PROGRAM INFORMATION

**Completed application forms and written references must be received by
IAVM no later than November 1.**



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IAVM CERTIFIED FACILITIES EXECUTIVE

2016 PROGRAM INFORMATION

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In accordance with the requirements of the Americans with Disabilities Act of 2010, accommodations in testing can be made if the need is documented for the learner.

The purpose of this section is to implement title III of the Americans with Disabilities Act of 1990 (42 U.S.C. 12181), which prohibits discrimination on the basis of disability by public accommodations and requires places of public accommodation and commercial facilities to be designed, constructed, and altered in compliance with the accessibility standards established by this part.

The IAVM Certification Program complies with the Americans with Disabilities Act by ensuring that persons with disabilities have physical access to the testing facilities used by the Program. Further, the Program administrator will make accommodation in the way the examination is administered for those persons who have disabilities. The application forms of the IAVM Certification Program provide space for indicating a disability and solicit suggestions from the Candidate as to how he/she can be best accommodated. Persons with questions concerning the Americans with Disabilities Act as it relates to the examinations given by the IAVM are encouraged to contact the Certification Program Administrator.

INFORMATION FOR PROSPECTIVE CANDIDATES FOR THE CFE PROGRAM

WHY CERTIFICATION?

- Certification develops a standard of professionalism for public assembly facility managers and the International Association of Venue Managers.
- Certification creates a learning process that assists the individual to understand the diversity and depth of information that lead to the creation of our profession.
- Certification helps the individual that undertakes the process to categorize and evaluate their professional experience.
- Certification may increase the value (salary and position) of the job that the person currently holds and potential future jobs for the CFE.
- Certification creates a feeling of self-worth and self esteem to those who successfully complete the program.
- Certification validates the successful recipient as an extremely knowledgeable and experienced public assembly facility manager.

THE CFE MESSAGE: SKILL, COMMITMENT, GROWTH

The Certified Facilities Executive (CFE) program was begun by IAVM in 1976 to recognize excellence in the professional development and competence of managers of public assembly facilities.

There is a Recertification requirement for CFEs to maintain the Certified Facilities Executive designation. Every three years, CFEs are required to submit evidence of continuing education and professional development.

The CFE designation says three important things about a facility executive: he or she is a skilled manager, is committed to the industry, and is pledged to continued professional growth and development. Managers who earn the CFE designation are recognized, by those inside and outside the industry, as experts in their profession.

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

The primary purpose is to encourage professional development and to recognize achievement. 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 there are many who are successfully engaged in public assembly facility management who are not interested in applying for certification.

FOUR STEPS TO CERTIFICATION

STEP ONE: EXPERIENCE, PROFESSIONAL DEVELOPMENT, AND SERVICE

The application form must be submitted with attachments, outlining education, experience, program participation, publications, and professional and community activities. References are required, as well as commitment to the IAVM Code of Ethics, and a written essay outlining the candidate's knowledge of facility management.

Before submitting your application, double check that all requirements have been fulfilled.

The application fee is US\$150 (\$200 non-members). Applications and all accompanying material must be received by November 1, 2015. A check or credit card payment in the corresponding amount, payable to the *International Association of Venue Managers* must accompany the application. The application fee is non-refundable.

STEP TWO: THE WRITTEN ESSAY

A written essay must be completed outlining the candidate's knowledge of facility management. Detailed instructions concerning the essay structure and content are provided.

Written essays must be received at IAVM HQ by February 1, 2015.

STEP THREE: THE WRITTEN EXAM

Individuals whose applications and public assembly facility management essays are accepted become candidates for the Certified Facilities Executive designation. Candidates receive written notification from the Chair of the Certification Board or his/her designee that they will be allowed to sit for the written examination.

The fee for the exam is US\$450. Exams can be taken in conjunction with any of IAVM's conferences (AMC, ICC, PAMC, GuestX, VenueConnect).

The examination covers basic knowledge regarding the overall management of public assembly facilities, including arenas, stadiums, convention centers and performing arts venues. A list of Suggested Study Materials for the CFE Written Examination is included in this package.

STEP FOUR: THE ORAL INTERVIEW

Individuals who pass the written examination will be required to sit for an oral interview by a panel of Certification Board members. The oral interview panel will evaluate the candidate's knowledge of a series of industry topics that probe professional experience, management philosophy, professional contributions, and overall management of public assembly facilities, including arenas, stadiums, convention centers and performing arts venues. The oral interview panel will also evaluate the candidate's ability to articulate those points. The panel will consider the above criteria to determine whether the candidate passes the oral interview.

All four steps must be successfully completed to attain certification.

THE CFE TIMETABLE

The points for work experience and service can be accumulated over any span of time. Once the candidate feels he/she has amassed the necessary point totals, he/she should submit the completed application along with the written references and the required fee of US\$150 (\$200 non-members).

- Application deadline is November 1, 2015. Applications will be reviewed by the Certification Board upon receipt. Once the application and references have been approved, the candidate will receive notice from IAVM HQ that step one is completed.
- Written essays are due by February 1, 2015 and will be rated on a pass or fail basis unless the essays are requested to be resubmitted. Once resubmitted, the essays will then be reviewed by the Certification Board and rated on a pass or fail basis.
- Arrangements can be made for the written examination to be administered at one of IAVM's sector meetings (AMC, ICC, GuestX, PAMC, VenueConnect). The fee for the exam is US\$450. Completed written exams must be returned to the IAVM Headquarters a minimum of 30 days prior to anticipated oral interview date.
- Oral interviews are conducted at VenueConnect - the Annual Conference & Trade Show and may be conducted, subject to Board availability, at IAVM Headquarters during the Board's October meeting, the Senior Executive Symposium in May, and the VMA Annual Congress in May. For those wishing to sit for the Oral Interviews during the VMA Annual Congress in May, the interview can be conducted via Video Conferencing.
- Applicants will be notified of their status during each step of the process. An individual officially becomes a candidate for the CFE after his or her application and written essay are approved by the Certification Board; applicants are notified of the status of their application by December 15. Preliminary scores of the written exam will be sent to candidates within three weeks after exam submittal. Invitations to sit for the oral interview will be made following the final grading and validation, which will be approximately four weeks prior to the oral interview date selected on the application.
- Following the oral interview, candidates will be informed of the decision of the Certification Board regarding their certification, usually within two days.
- Candidates who fail the written examination may retake the failed step during the next calendar year by submitting a written request to IAVM Headquarters by the submission deadline for new applications for that year. Candidates who fail the written exam three times will be required to submit a new application form, fees and meet all eligibility requirements in effect at the time of the application. Any retake of the exam must be completed within three years of the original written exam.
- Candidates who fail the oral interview will be allowed to reattempt this step the next time oral interviews are conducted. Candidates who fail the oral interview two times will not be allowed to reattempt any sooner than 12 months from the date of the second failed attempt. Candidates who fail the oral interview three times will be required to resubmit a new application form, fees and meet all eligibility requirements in effect at the time of the application. The oral interview must be completed within five years from the beginning of the certification process.
- Candidates are allowed five years from application submission date to complete the CFE process. If candidate is unable to complete within five years, the candidate must submit a new application, fees and meet all eligibility requirements in effect at the time of application.

- CFEs must renew certification at three year intervals. The application for renewal is due January 1st three years following the date of issuance of the CFE. On the application, CFEs must show evidence of continuing education, teaching, publishing and/or other professional activities.

STEP ONE: THE APPLICATION PROCESS

THE APPLICATION FORM

Information on the application form should be typewritten or printed. If additional space is required, attach extra 8 1/2 x 11 sheets. Make certain your name appears at the top of all supplemental sheets. All pages submitted should be stapled together with the application form on top.

An individual must show accumulation of 300 points, achievable as outlined below:

- Higher Education and Public Facility Management Experience
- Certifications (previously received)
- Continuing Education
- Facility-Intensive Education Programs
- Teaching/Program Participation
- Publication of Written Works
- Professional and Community Activities

To qualify as a candidate for certification, a facility executive must first have seven years of experience in the top two levels of management at a public assembly facility, be a graduate of a four-year college or university, or be able to provide documentation to attest to completion of undergraduate or graduate work not leading to a degree.

HIGHER EDUCATION & MANAGEMENT EXPERIENCE

240 points maximum, 114 points minimum

Points are received only for the *highest* degree earned.

Ph.D.	50 points
Master's Degree	40 points
Bachelor's Degree.....	30 points
Associate's or TAFE Degree.....	15 points
Undergraduate Study*.....	1 point/each 3 semester hours
Graduate Study*.....	2 points/each 3 semester hours

**not culminating in terminal degree*

If an applicant has not attended college, four additional years of management experience in the area of public assembly facility management beyond the required seven years must be submitted (an equivalent of a college degree). If substituting work experience for the requirement of a four-year college degree, you must document additional work experience not in the top two levels of management. Please attach a separate sheet to this application form documenting that experience, including organization charts and job descriptions. All work experience is subject to approval by the Certification Board.

MANAGEMENT EXPERIENCE

Facility Management Experience..... 1 point per month

Facility management must be in the top two levels of a public assembly facility's management structure. *Top two levels* of organization structure include 1) Principal executive responsible for day-to-day operation of a facility, group of facilities, or one facility within a complex; or 2) second-level management executives who directly report to the Principal executive responsible for the day-to-day operation of a facility, group of facilities, or one facility within a complex and who themselves are responsible for day-to-day operations. Evidence of work experience should include *copies of job descriptions* and *organization charts*. Public assembly facilities are arenas, stadiums, auditoriums, exhibit halls, convention centers, performing arts theaters or amphitheaters.

CERTIFICATION

The Certification Board will consider allowing up to 15 points for certification from related professional groups, such as Certified Facility Executive or Certified Public Accountant. Contact the Certification Program Administrator

for more information.

CONTINUING EDUCATION

70 points maximum, 20 points minimum

Facility Management Seminars or Conferences.....	5 points per program
Management Seminars or Conferences (non-facility).....	2 points per program
Facility Management Webinar (audio conference).....	2 points per program
Management Webinar (audioconference) (non-facility).....	1 point per program
IAVM Core Tracks.....	4 points per completed track
IAVM Chapter Meetings or VMA “After 5” Meetings	2 points per program

The continuing education activities listed below have been approved for point accumulation; however, **other continuing education activities may be submitted.**

Facility Management Seminars/Conferences

5 points per meeting

- IAVM International Crowd Management Conference
- IAVM Arena Management Conference
- IAVM International Stadium Management Conference
- IAVM University Venue Management Conference
- IAVM Performing Arts Managers Conference
(Formerly Performing Arts Facility Administrators Seminar)
- IAVM Academy of Venue Safety & Security Advanced Courses (Facility Law, ADA)
- IAVM Region Meeting or Conference
- IAVM International Convention Center Conference
- IAVM Region Operations/Support Staff Seminar
- IAVM VenueConnect - Annual Conference & Trade Show
- IAVM-Venue Management Association Annual Congress
- Stadium Managers Conference
- *Pollstar* Concert Industry Consortium – now Event Live
- *Amusement Business* Magazine’s Event Sponsorship Seminar
- Sports Summit Meeting
- Association for Convention Operations Management (ACOM) Annual Conference
- College Event and Facility Management Association (CEFMA) Annual Conference
- European Federation of Conference Towns Annual Conference
- Event Venue Association of New Zealand (EVANZ)
- International Association of Municipal, Sports and Multipurpose Centres (VDSM)
- RECMAN Exhibition and Conference
- Arena Marketing Conference or Event Arena Marketing Conference
- Annual Conferences of related associations: International Society for the Performing Arts (ISPA); Association of Performing Arts Presenters (APAP); International Ticketing Association (INTIX); Professional Convention Management Association (PCMA); Meeting Professional International (MPI); Religious Conference Management Association (RCMA); International Association for Exhibition Management (IAEM); Destination Marketing Association International (DMAI) formerly the International Association of Convention and Visitors Bureaus (IACVB); American Society of Association Executives (ASAE); National Coalition of Black Meetings Planners (NCBMP); Association of Luxury Suite Directors (ALSD); League of Historic American Theaters (LHAT); or National Association of Collegiate Directors of Athletics (NACDA)/(CEFMA); International Entertainment Buyers Association (IEBA); United States Institute of Theatre Technology (USITT); Billboard Touring Conference.

The Certification Board will require proof of attendance to any non-IAVM sponsored program. Sponsors typically

will provide a Certificate of Completion or other document showing CEU units earned. Education activities should cover subject matter that clearly contributes to the applicant’s practice as a manager of a public assembly facility. In cases where the title of the program does not clearly reflect the relevancy, the applicant should submit a statement describing the content of the program and its application to the applicant’s professional work activities.

FACILITY-INTENSIVE EDUCATION PROGRAMS

100 points maximum, 20 points minimum

The continuing education activities listed below have been approved for point accumulation; however, **other continuing education activities may be submitted.**

Facility-Intensive Education Programs

- AVSS 2 year program – 1 week each *(20 points per year completed)*
- IAVM Venue Management School @ Oglebay *(20 points per year completed)*
- IAVM Senior Executive Symposium *(20 points per program)*
- 2001 IAVM Leadership Institute *(20 points per program)*
- Graduate Institute *(20 points per program)*
- VMA’s Venue Management School *(20 points per program)*

The Certification Board will require proof of attendance to any non-IAVM sponsored program. Sponsors typically will provide a Certificate of Completion or other document showing CEU units earned. Education activities should cover subject matter that clearly contributes to the applicant’s practice as a manager of a public assembly facility. In cases where the title of the program does not clearly reflect the relevancy, the applicant should submit a statement describing the content of the program and its application to the applicant’s professional work activities.

TEACHING/PROGRAM PARTICIPATION

50 points maximum, 0 points minimum

Facility Management Seminars/Conferences.....	5 points per session
Management Seminars or Conferences (non-facility).....	2 points per session
Trained Crowd Manager (TCM).....	2 points per program
Facility-Intensive Education Programs.....	15 points per program

PUBLICATION OF WRITTEN WORKS

50 points maximum, 0 points minimum

Facility Management Books.....	50 points per publication
Facility Management Published Articles	3 points per article

PROFESSIONAL AND COMMUNITY ACTIVITIES

40 points maximum, 20 points minimum

Professional Organizations

Service on Board.....	4 points per year
Service on Committee	3 points per year
Officer of Board (additional points).....	2 points per year
Chair of Committee (additional points)	1 point per year

Local/Community Organizations

Service on Board.....	2 points per year
Service on Committee	2 points per year
Officer of Board (additional points).....	1 point per year
Chair of Committee (additional points)	1 point per year

REFERENCES

Each applicant will be *required* to provide written letters of reference along with the application from three references working in the field of public assembly facility management who would attest to the candidate's professional experience and qualifications. It is requested that the candidate include their current employer as the first reference if applicable and appropriate.

STEP TWO: THE WRITTEN ESSAY

THE WRITTEN ESSAY

Following acceptance of the application, applicants are required to submit written essays that demonstrate they possess and comprehend the core competencies required for effective public assembly venue management. An applicant must receive a satisfactory score from the Certification Board on the written essay. The essay should be a minimum of eight pages, outlining the applicant's knowledge of management for areas that include the administration and management of public facilities; personnel and labor relations; marketing; finance and contracts; maintenance and security; event production; food, beverage and other ancillary services. Instructions for writing the essay are found below. The Certification Board will evaluate the essays on a pass or fail basis unless the essays are requested to be resubmitted. Once resubmitted, they will then be reviewed by the Certification Board and rated on a pass or fail basis.

INSTRUCTIONS

The purpose of the essay is to give applicants an opportunity to demonstrate that they possess the required core competencies to practice public assembly venue management by articulating their knowledge and guiding principles on a selection of topics as they relate to the variety of venues represented by IAVM. Please discuss each of the subjects listed below. These subjects are intentionally open-ended and cover broad topics. Most require you to distill your thoughts into a relatively brief statement of your fundamental beliefs, tenets or operating principles, while covering the important operational competencies in each area. The Certification Board is most interested in the applicant's knowledge and philosophy, not a restatement of a resume or current organization's operating plan, but does understand that specific examples and citations may be necessary to clarify an essential concept.

ESSAY STRUCTURE

A. Introduction

B. Body

1. Describe your basic philosophy of managing public assembly facilities?
2. How do our venues contribute value to our communities?
3. Discuss the key components in the management of 1) personnel and 2) labor relations?
4. What best practices are fundamental to effective 1) facility marketing and 2) event marketing?
5. Describe the basic ingredients and functions of 1) financial management and 2) contract management?
6. What best practices are fundamental to effective 1) facility maintenance and 2) housekeeping?
7. Why should you be concerned about 1) crowd management and 2) security services? What best practices should be used in these areas to ensure quality as relates to various venue operations?
8. What are the key elements in management of event planning, staging and production?
9. What best practices are fundamental to quality food and beverage service in various venue types?
10. What should be the role of upper management in ensuring service excellence?

C. Conclusion

REQUIREMENTS

- Essays must be typed and submitted via email to certification@iavm.org by **February 1**.
- Essays must be a minimum of eight pages and a maximum of 10 pages (approximately 3000-6000 words).
- Essays should include (1) an introduction, (2) conclusion and (3) responses to all of the questions above *in your own words*. Each section should have a subheading.
- Pages must be numbered.
- **Essays must be in presentation form with specific attention to spelling, punctuation, grammar and sentence structure.**

NOTE: ALL MATERIALS SUBMITTED WITH THE APPLICATION AND THE WRITTEN ESSAY BECOME THE PROPERTY OF IAVM AND WILL NOT BE RETURNED TO THE APPLICANT.

STEP THREE: THE WRITTEN EXAM

Written exams will be proctored at each of IAVM's conferences (AMC, ICC, GuestX, PAMC, VenueConnect). The fee for the exam is US\$450.

Special arrangements, on a case by case basis, can petition to arrange to take the written exam at a different testing center. To arrange for the test to be administered at another testing center, the candidate must identify a qualified testing official (proctor) and agree to pay any local administration fees. IAVM staff will qualify the testing site and finalize the arrangements with the testing center.

Candidates will receive written notice from the Certification Board regarding whether they will be allowed to sit for the oral interview within four weeks after the exam is received by IAVM.

PREPARING TO TAKE THE CFE WRITTEN EXAMINATION

The CFE written exam was designed to test your knowledge and competency in various areas the CFE Board has established to be important for public assembly facility managers. **The exam was not written to test your ability to read and memorize written materials, and all exam item answers cannot be referenced to published materials.**

In considering your need for preparation, you should consider several factors:

Have you had experience with managing or working in a variety of venue types (e.g., arenas, stadiums, amphitheaters, convention centers, performing arts venues)?

If you have not, you might want to study some of the basic terminology and practices of those venues in which you have not worked.

Have you developed a working knowledge of various technical operations that take place in various venues (e.g., food & beverage, novelty sales, accounting, maintenance)?

If not, you may want to review study materials that cover those areas concerning which you have had limited contact or experience.

Do you have knowledge of specific government regulations that affect venues (e.g., ADA*, fire codes, personnel law, food sanitation)?

If not, you should review materials on these subjects included in the study materials.

A list of Suggested Study Materials is included in this information package.

* Candidates working and/or living in the U.S. will receive exams with questions relating to U.S. law. Candidates from outside of the U.S. will not be expected to know U.S. law but may be tested on knowledge of comparable regulations from their regulatory authorities.

DESCRIPTION OF THE CFE WRITTEN EXAMINATION

The CFE written examination consists of approximately 250 multiple-choice questions that test your knowledge and competency in the area of public assembly facility management. You will be allowed up to three and one-half hours to complete the exam. Test questions will cover the following areas:

INTRODUCTION TO PUBLIC ASSEMBLY FACILITIES

The Meetings & Expositions Industry (*approx. 10 questions*)
The Sports and Entertainment Industries (*approx. 10 questions*)
Arenas (*approx. 5 questions*)
Stadiums (*approx. 5 questions*)
Auditoriums and Performing Arts Venues (*approx. 5 questions*)
Convention Centers/Exhibit Halls (*approx. 5 questions*)
Amphitheaters (*approx. 5 questions*)
Facility Design, Construction, and Renovation (*approx. 8 questions*)
Role of the Manager (*approx. 8 questions*)

ADMINISTRATION OF THE PUBLIC ASSEMBLY FACILITY

Contract Services (*approx. 10 questions*)
Booking & Scheduling (*approx. 10 questions*)
Human Resources Management (*approx. 10 questions*)
Policies & Operating Procedures (*approx. 10 questions*)
Technology (*approx. 10 questions*)
Risk Management & Insurance (*approx. 10 questions*)

FINANCIAL MANAGEMENT

Effective Budgeting (*approx. 8 questions*)
Audit Controls (*approx. 7 questions*)
Cost Analysis (*approx. 5 questions*)
Financial Reporting (*approx. 7 questions*)

MARKETING

Marketing Planning (*approx. 8 questions*)
Advertising (*approx. 6 questions*)
Public Relations (*approx. 6 questions*)
Customer/Patron Services (*approx. 6 questions*)

BUILDING OPERATIONS

Housekeeping (*approx. 7 questions*)
Maintenance (*approx. 10 questions*)
Staging and Event Production (*approx. 10 questions*)
Labor Relations (*approx. 6 questions*)

PATRON SERVICES

Box Office (*approx. 10 questions*)
Food & Beverage (*approx. 10 questions*)
Security & Crowd Management (*approx. 10 questions*)
Other Services (Parking, Novelties, Equipment Rental, etc.) (*approx. 5 questions*)
Accessibility for the Physically Challenged (*approx. 8 questions*)

SUGGESTED STUDY MATERIALS

Candidates for the written exam can purchase the following study materials

1. *Public Assembly Facility Management: Principles & Practices, 2nd Edition*, by Frank Russo, CFE, Lee Esckilsen, CFE and Robert Stewart, CFE. Coppell, TX: IAVM, 2010 (Available from IAVM to IAVM members for US\$85; nonmembers US\$115)
2. *CFE Exam Study Manual*, including the *IAVM Glossary of Terms* & the following material (Available from IAVM for US\$50.00).
3. *Public Assembly Venue Management*, 2015, by Kimberly Mahoney, PhD, Lee Esckilsen, CFE, Sporty Jerals, CFE, Steve Camp, CFE. (Available from IAVM to IAVM members for US\$110)

Contents of 2016 CFE Study Manual for Written Exam

Facility Services and Operations

Bigelow, Chris. "Foodservice Management." *VMS Monograph #210*. May 2011. Wheeling WV: IAVM, 2011.

Simons, Russ. "Sustainability & Green Initiatives." *VMS Monograph #118*. May 2011. Wheeling, WV: IAVM 2011.

Ball, Corbin. "Technology Forum." *VMS Monograph #116*. May 2011. Wheeling, WV: IAVM 2011.

Siehl, John. "Crowd Management." *VMS Monograph #112*. May 2011. Wheeling WV: IAVM, 2011.

Andersen, Richard. "Facility Operations." *VMS Monograph #114*. May 2011. Wheeling, WV: IAVM 2011.

Hart, Eric.. "Planning Life Safety." *VMS Monograph #106*. May 2011. Wheeling WV: IAVM, 2011.

Williams, Robyn L. "Stage Operations." *VMS Monograph #110*. May 2011. Wheeling WV: IAVM, 2011.

Larson, Ann. "Event Production." *VMS Monograph #102*. May 2011. Wheeling, WV: IAVM 2011.

Administration and Fiscal Services

Alford-Erwin, Adina. "Accessibility." *VMS Monograph #117*. May 2011. Wheeling WV: IAVM, 2011.

Siehl, John. "Facility Law." *VMS Monograph #207*. May 2011. Wheeling WV: IAVM, 2011.

Alford-Erwin, Adina. "Risk Management." *VMS Monograph #209*. May 2011. Wheeling WV: IAVM, 2011.

Bedier, Kim. "Diversity in Workplace." *VMS Monograph #212*. May 2011. Wheeling WV: IAVM, 2011

Bedier, Kim "Managing Human Resources." *VMS Monograph #103*. May 2011. Wheeling WV: IAVM, 2011.

Chapter 13, "Existing Assembly Occupancies," from *Life Safety Code, NFPA 101, 2012*. Quincy MA: National Fire Protection Association, 2012.

Lovett, Craig. "In House vs. Contract Services." *VMS Monograph #105*. May 2011. Wheeling WV: IAVM, 2011.

International Association of Assembly Managers Safety and Security Task Force. "Best Practices Planning Guide: Arenas, Stadiums, Amphitheaters." Coppell TX:IAVM, 2002.

International Association of Assembly Managers Safety and Security Task Force. "Best Practices Planning Guide: Emergency Preparedness." Coppell TX:IAVM, 2002.

International Association of Assembly Managers Safety and Security Task Force. "Best Practices Planning Guide: Convention Centers, Exhibit Halls." Coppell TX:IAVM, 2000.

Hart, Eric. "Planning Life Safety II." *VMS Monograph #213*. May 2011. Wheeling WV: IAVM, 2011.

Selected pages from *ADA Compliance Handbook*. Irving TX: IAVM, 1992 and 2010.

Adams, Dale R. "Labor Relations." *VMS Monograph #101*. May 2011. Wheeling WV: IAVM, 2011.

Andersen, Richard. "Approaches to Management." *VMS Monograph #219*. May 2011. Wheeling, WV:IAVM 2011.

Simons, Russ. "Architecture & Construction." *VMS Monograph #203*. May 2011. Wheeling WV: IAVM, 2011.

Williams, J. Scott. "Controlling Costs." *VMS Monograph #205*. May 2011. Wheeling WV: IAVM, 2011.

Sales and Marketing

Marion, Michael. "Marketing, Advertising & Public Relations." *VMS Monograph #109*. May 2011. Wheeling WV: IAVM, 2011.

Mayne, Brad. "The 2nd Experience." *VMS Monograph #206*. May 2011. Wheeling WV: IAVM, 2011.

Bigelow, Chris. "Tenant/ Management Relations." *VMS Monograph #108*. May 2011. Wheeling WV: IAVM, 2011.

Singer, Rich. "Media Relations." *VMS Monograph #115*. May 2011. Wheeling WV: IAVM, 2011.

Leadership and Management

Mayne, Brad. "Customer Service." *VMS Monograph #119*. May 2011. Wheeling WV: IAVM, 2011.

Ward, Ray. "Leadership." *VMS Monograph #204*. May 2011. Wheeling WV: IAVM, 2011.

Painter, Kerry. "Developing the Employee Within." *VMS Monograph #113*. May 2011. Wheeling WV: IAVM, 2011.

Painter, Kerry. "Winning Politics: Working With Boards, Commissions, and Elected Officials." *VMS Monograph #202*. May 2011. Wheeling WV: IAVM, 2011.

Williams, J. Scott. "Professional Ethics." *VMS Monograph #111*. May 2011. Wheeling WV: IAVM, 2011.

STEP FOUR: THE ORAL INTERVIEW

An Interview Panel, consisting of a minimum of three Certification Board members will evaluate the candidate's knowledge of and experience with a series of industry topics that demonstrate professional experience, management philosophy and professional contribution and overall management of public assembly facilities, including arenas, stadiums, convention centers and performing arts venues. The oral interview panel will also evaluate the candidate's ability to articulate those points. The Certification Board considers the oral review to be an important final step in the CFE evaluation process. The topics will be provided to candidates during the interview.

At the oral interview, the interview panel will ask you to discuss a series of industry topics that address the broad areas of professional core competencies that are essential to success in dealing with facility management and related demands. The nature of the discussions that are sought from you will reflect your capacity to address a range of management challenges.

Here are some scenarios that represent the types of feedback the Board is seeking:

- Selecting, training and managing staff
- Dealing with "the unexpected"
- Knowledge of, and attention to, essential functions (accounting etc)
- Impromptu troubleshooting and action options

The panel will consider the criteria outlined in the paragraph titled **STEP FOUR: THE ORAL INTERVIEW** to determine whether the candidate passes the oral interview.

Interview schedules and locations will be provided to candidates preceding the interview. It is suggested that candidates dress in business attire.

IAVM CODE OF ETHICS

The International Association of Venue Managers is, as the name implies, an association of managers—the people who administer the affairs of public assembly facilities.

IAVM's objectives are to promote and develop the use of public assembly facilities along definite lines of entertainment and public advancement; to use every effort to acquaint and circulate information of interest and value to the public and managers pertaining to the successful use of such buildings; to cultivate acquaintances among the managers of public assembly facilities; to increase their ability in promoting more frequent use of such buildings by the public and to standardize practices and ethics of management and relationship to the public. To further the objectives of the International Association of Venue Managers, the Association believes that certain ethical principles should govern the conduct of every professional manager in the Association.

The manager should:

- Strive for continued improvement in the proficiency and usefulness of service.
- Maintain the highest ideals of honor and integrity in all public and personal relationships.
- Emphasize friendly and courteous service to the public and recognize that the function of the building is at all times to serve the best interest of the public.
- Exercise fair and impartial judgment in all Association and professional business dealings.
- Maintain the principle of fairness to all.
- Have a firm belief in the dignity and worth of service rendered by the building and have a constructive, creative, and practical attitude.
- Refrain from any activity that may be in conflict with the interest of the employer.



CERTIFIED FACILITIES EXECUTIVE (CFE) IAVM VOLUNTARY CERTIFICATION PROGRAM

Policies and Procedures

1. Purpose

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

The primary purpose is to encourage professional development and to recognize achievement. 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 there are many who are successfully engaged in public assembly facility management who are not interested in applying for certification.

2. Qualifications and Requirements

To qualify as a candidate for certification, a facility executive must have seven years of experience in a management position at a public assembly facility and be a graduate of a four-year college or university or able to provide documentation for college completed. Additional public assembly facility experience may be substituted year-for-year for the educational requirement. Work experience will be evaluated as to its quality and scope.

In addition, candidates for the CFE designation must meet the following requirements:

- A. A candidate must accumulate 300 points from the following categories.
 - Higher Education
 - Work Experience
 - Continuing Education
 - Facility-Intensive Education Programs
 - Teaching/Program Participation
 - Publications
 - Professional/Community Activities
- B. Each candidate for certification will be required to affirm acceptance and commitment to the IAVM Code of Ethics.
- C. Candidates for certification are required to provide letters of reference along with the application from three references working in the field of public assembly facility management who would attest to the candidate's professional experience and qualifications. It is requested that the candidate include their current employer as the first reference if applicable and appropriate.
- D. Each applicant must pass the written essay, minimum of eight pages, providing the applicant's knowledge of management of public assembly facilities.
- E. Candidates must attain a satisfactory score on a written examination. The examination covers basic knowledge regarding the operation of public assembly facilities, including arenas, stadiums, convention centers and performing arts venues. Candidates approved to sit for the exam will receive a list of suggested study materials. The exam consists entirely of multiple-choice questions.
- F. Candidates must pass the oral interview. The oral interview panel will evaluate the candidate's knowledge of a series of industry topics that probe professional experience, management philosophy, professional

contributions, and overall management of public assembly facilities, including arenas, stadiums, convention centers and performing arts venues. The oral interview panel will also evaluate the candidate's ability to articulate those points. The panel will consider the above criteria to determine whether the candidate passes the oral interview.

Additional information on procedures and the timetable for the current year's program can be found in the attachment *Information for Prospective Candidates to the CFE Program*.

3. Administration of the Certification Program

The Certification Board is an independent body formed for the purpose of evaluating those individuals who wish to obtain the Certified Facilities Executive designation. The Certification Board is an administratively independent entity; all policy decisions relating to certification matters are at the sole discretion of the Certification Board and are not subject to approval by any other body.

The Certification Board consists of thirteen members who have attained CFE status including a Vice-Chair, Chair and Past-Chair.

4. Membership in IAVM Not Required

Membership in IAVM is not a prerequisite for application to the CFE Program. Membership in IAVM shall not provide an applicant with any preference or advantage over other applicants. However, attendance at certain IAVM educational activities can be used for accumulation of points required for candidacy.

5. Certification Not Required for Membership in IAVM

Certification shall not be a prerequisite for membership in IAVM. The program will have no affect whatsoever on the membership of anyone in IAVM nor will it alter the requirements for prospective new members.

6. Applications Voluntary

Certification is strictly a voluntary program. It remains for each IAVM member to make a determination whether or not to apply for certification.

7. Certification Application

Applicants may contact IAVM headquarters for the necessary forms and instructions. After the applicant is satisfied he/she can meet the minimum requirements, the applicant shall then return the application with required attachments to the IAVM office with a check for US\$150 (\$200 non-members). Once the application is returned to IAVM, it becomes the property of the Association and will not be returned to the applicant. Any material misrepresented with the application will void same.

8. Reapplication for Certification

Applicants who fail to meet the requirements of a step must wait the required time as outlined in previous segments of this document to re-attempt accomplishment of a step, following deadlines and schedules for that year's program.

9. Right to Notification

The Certification Board shall notify in writing all applicants regarding their status. Individuals who fail to satisfactorily complete a step in the CFE Program shall receive an explanation of their areas of deficiency or need for improvement.

10. Right of Appeal

Within ten business days after the announcement of the results of each CFE examination step, unsuccessful candidates may file a written appeal of their result with the Certification Board through IAVM's Director of

Meetings on the basis of alleged inappropriate exam administration procedures, testing conditions severe enough to cause a major disruption of the examination process, the content of the exam, and/or the Certification Board's interpretation of CFE program standards. No one other than the candidate may make the appeal. The Certification Board Executive Committee shall respond to the candidate within 30 days of filing an appeal.

11. Confidential Information

All information and transmissions submitted with the application forms and all communications are kept strictly confidential. The candidate will not be known to anyone outside of the Certification Board or the IAVM Staff who are associated with the CFE process. Only the fact of approval for certification is publicly announced.

IAVM headquarters and the Certification Board shall exercise due care with all applicants, in connection with their efforts to become certified.

12. Certification Continuation

Once an applicant has been certified, the designation of Certified Facilities Executive shall remain in effect as long as he/she abides by the professional standards and procedures of the program and complies with the CFE Program for Renewal.

CFEs must renew at three-year intervals. The Application for renewal is due January 1 three years following the date of issuance of the CFE. On the application, CFEs must show evidence of continuing education, teaching, publishing and/or other professional activities.

A CFE upon official retirement is certified for life and is recognized as CFE Retired. No further reporting is necessary except to notify the certification administrator in writing of meeting the retirement status.

13. Withdrawal of Certification

Any individual certified in the CFE Program found to be not in compliance with the Program's professional standards or procedures is subject to removal of certification. Following a CFE's receipt of notice of noncompliance, the CFE enjoys a 30-day grace period in which corrective action to the satisfaction of the Certification Board may be taken. If satisfactory corrective action is not accomplished by the end of the 30-day period, the individual is no longer entitled to claim he or she is certified under the CFE Program.

14. Reinstatement

Anyone who has had the CFE designation revoked for less than five (5) years may apply for reinstatement upon written request to IAVM office stating a) circumstances that now make the person eligible for CFE certification b) submitting \$50 fee for each non-certified year (to a maximum of \$350) c) successfully passing the current written exam and d) sit for the oral interview at the next available time. Successfully passing the written exam and the oral interview would allow the member's active CFE designation to be reinstated. The CFE would be included in the recertification process from that point forward.

15. Application Procedure

Application forms and instructions are available to members by contacting the IAVM headquarters. Applications can be submitted at any time, but must meet the deadlines noted to be considered in that particular year. Additional information on procedures and the timetable for the current year's program can be found in the attachment *Information for Prospective Candidates for the CFE Program*.

16. Nondiscrimination

The Certification Board shall not discriminate among applicants as to age, sex, race, religion, national origin, disability or marital status. Upon request, special arrangements will be made available to individuals with disabilities to make the program and its examinations accessible.