



**2018 INFORMATION PACKET**

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

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## IAVM Certified Facilities Executive Program Information

### INFORMATION

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In accordance with the requirements of the Americans with Disabilities Act of 1990, accommodations in testing can be made if the need is documented for the learner.

Section 309 of the Americans with Disabilities Act (ADA) requires certification and testing organizations to comply with the Act. This section provides that:

“Any person who offers examinations or courses related to applications, licensing, certification, or credentialing for secondary or post-secondary education, professional, or trade purposes shall offer examinations or courses in a place and manner accessible to persons with disabilities, or offer alternative accessible arrangements for such individuals.”

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 venue 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 venue 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 venues.

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 venue 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 venue 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 venue 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 venues. It is recognized that there are many who are successfully engaged in public assembly venue management who are not interested in applying for certification.

## FOUR STEPS TO CERTIFICATION

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### **STEP ONE: Experience, Professional Development, and Service**

*Prerequisite for applying:* The applicant must have a minimum of seven (7) years' experience in the top two levels of management at a public assembly venue or an industry-related supplier of products or services. See page 6 for exceptions.

1. Submit completed application and payment to IAVM HQ. A completed application includes:
  - a. Attachments outlining education, experience, program participation, publications, and professional and community activities.
  - b. Three (3) professional reference letters
  - c. Signed commitment to the IAVM Code of Ethics
2. Application fee is US\$150 (\$200 non-member of IAVM). A credit card payment or check, made payable to the *International Association of Venue Managers*, must accompany the application. This fee is non-refundable.

Before submitting your application, double check that all requirements have been fulfilled. Applications and all accompanying material must be received by November 1st.

Application is reviewed by IAVM Certification Board.

### **STEP TWO: The Written Essay**

A written essay must be completed outlining the candidate's knowledge of venue management. Detailed instructions concerning the essay structure and content are provided to those whose applications are approved.

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

### **STEP THREE: The Written Exam**

Individuals whose applications and written 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.

1. Examination fee of US\$450 is due once the examination date has been confirmed. Note: It is required that exam fees are paid in full no less than 14 days prior to the exam in order to ensure your seat at the specified date.
2. Examinations are administered/proctored during IAVM's conferences/meetings (AVSS, GuestX, VenueConnect, Region Meetings). Please check the web site for current testing dates.
3. Once examinations have been administered, the candidate will be notified by IAVM of the final score within three (3) weeks.

The examination covers basic knowledge regarding the overall management of public assembly venues, 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 venues, 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

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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 of IAVM).

- Application deadline is November 1st. 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 1st 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 meetings (AVSS, GuestX, VenueConnect, Region Meetings). 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 20th. Preliminary scores of the written exam will be sent to candidates within three (3) 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 the 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 their 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

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

To qualify as a candidate for certification, a venue executive must first have seven years of experience in the top two levels of management at a public assembly venue, 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.

### *EXCEPTION:*

If an applicant contends that their organizational chart and job description does not accurately represent the exact nature of their responsibilities with regard to running a facility, he/she may:

1. Request the principal officer of the facility write a letter to the Certification Board on facility letterhead, explaining the applicant's functions and responsibilities as they relate to the CFE application requirements; or
2. The applicant may forward a letter to the Certification Board on facility letterhead, explaining why he/she believes his/her present duties and responsibilities reflect and fulfill this requirement.

Letters will be reviewed and at the consideration of the Certification Board.

## **HIGHER EDUCATION & MANAGEMENT EXPERIENCE**

*240 points maximum, 114 points minimum*

### *HIGHER EDUCATION*

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 (4) additional years of management experience in the area of public assembly venue management beyond the required seven (7) 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

Venue Management Experience..... 1 point per month

Venue management must be in the top two levels of a public assembly venue's management structure. *Top two levels* of organization structure include 1) Principal executive responsible for day-to-day operation of a venue, group of venues, or one venue 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 venue, group of venues, or one venue 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 venues are arenas, stadiums, auditoriums, exhibit halls, convention centers, performing arts theaters or amphitheaters.

## CERTIFICATION

*30 points maximum, No minimum*

The Certification Board will consider allowing up to 30 points for certification from related professional groups, such as Certified Fairs Executive or Certified Public Accountant. Contact the Certification Program Administrator for more information.

## CONTINUING EDUCATION

*100 points maximum, 20 points minimum*

IAVM SPONSORED VENUE MGMT. SEMINARS OR CONFERENCES.....5 points per program

- VenueConnect Annual Conference & Trade Show
- Sector Conferences: AMC (Arenas), ICCA (Convention Centers), PAMC (Performing Arts)
- GuestX Conference
- Severe Weather Preparedness
- Trained Crowd Manager
- Region Meetings
- VMA's Annual Congress

NON IAVM SPONSORED VENUE MGMT. SEMINARS OR CONFERENCES...3 points per program

MANAGEMENT SEMINARS OR CONFERENCES (NON VENUE RELATED)....2 points per program

VENUE MANAGEMENT WEBINAR (AUDIO CONFERENCE).....2 points per program

MANAGEMENT WEBINAR (AUDIO CONFERENCE-NON VENUE RELATED)...1 point per program

IAVM CHAPTER MEETINGS OR VMA "AFTER 5" MEETINGS.....2 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 venue. 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.

## VENUE-INTENSIVE EDUCATION PROGRAMS

*100 points maximum, 20 points minimum*

- IAVM Venue Management School (VMS) @ Oglebay.....20 points per one week course
- IAVM Graduate Institute (GI) @ Oglebay.....20 points per one week course
- VMA Asia Pacific Venue Management School .....20 points per one week course
- VMA Asia Graduate Institute (GI).....20 points per one week course
- IAVM Senior Executive Symposium (SES).....20 points per program
- IAVM Academy for Venue Safety & Security (AVSS).....20 points per program

**TEACHING/PROGRAM PARTICIPATION**

*30 points maximum, No minimum*

- Venue Management Seminars/Conferences.....5 points per session
- Management Seminars or Conferences (non-venue).....2 points per session
- Industry Related College Courses.....15 points per program
- Venue-Intensive Education Programs.....15 points per program

*Mentor Connector Program* (must have completed the program for points to count)  
 Coach: 2 points per relationship. Limit of 3 relationships per year = max 6 points per year  
 Mentor: 5 points per relationship. Maximum 1 relationship per year  
 Protégé: 2 points per relationship. Maximum 1 relationship per year

**PUBLICATION OF WRITTEN WORKS**

*50 points maximum, No minimum*

- Venue Management Books.....50 points per publication
- Venue 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
- Chapter Meetings/After 5 Events.....1 point per year
- Chair of Committee (additional points) .....0.5 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 venue 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.

**CODE OF ETHICS**

Each applicant will be required to affirm acceptance of and commitment to the IAVM Code of Ethics by signature. The IAVM Code of Ethics is included in the application.

# STEP TWO: THE WRITTEN ESSAY

## THE WRITTEN ESSAY

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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 venues; 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 venues?
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) venue 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) venue 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](mailto: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. No bullet points or “operations manual” style.**

**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 (GuestX, AVSS, Region Meetings, 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

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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 venue 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 venue 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 VENUES

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*)  
Venue Design, Construction, and Renovation (*approx. 8 questions*)  
Role of the Manager (*approx. 8 questions*)

### ADMINISTRATION OF THE PUBLIC ASSEMBLY VENUE

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, 2<sup>nd</sup> 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 Jeralds, CFE, Steve Camp, CFE. (Available from IAVM to IAVM members for US\$110)

### Contents of 2018 CFE Study Manual for Written Exam

#### Venue 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 2<sup>nd</sup> 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 venues, 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 venue 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.

# **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 venue 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 venue 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 venues. It is recognized that there are many who are successfully engaged in public assembly venue management who are not interested in applying for certification.

### **2. Qualifications and Requirements**

To qualify as a candidate for certification, a venue executive must have seven years of experience in a management position at a public assembly venue and be a graduate of a four-year college or university or able to provide documentation for college completed. Additional public assembly venue 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
  - Venue-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 venue 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 venues.
- E. Candidates must attain a satisfactory score on a written examination. The examination covers basic knowledge regarding the operation of public assembly venues, 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 venues, 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.