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Introduction
Venue Professional Competency Standards

These standards describe the knowledge and abilities commonly required of venue professionals. The standards define what is expected of a proficient and experienced venue professional who is adept in their area of responsibility, is able to work in a diverse range of venue contexts, and understand how the employees and tasks they manage affect the venue's overall performance.

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

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

- Set performance criteria for 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)
- Benchmark skills and knowledge to inform professional development and guide professional practice

About Certified Venue Professionals

This standard applies to mid-level venue managers – individuals that fulfil a specific function or operational role and are often described as ‘hands on’ managers. There is a broad range of job titles for mid-level venue managers depending on their specific function and range of tasks. This is particularly true when comparing venues of different sizes; a large venue may use the term “supervisor” while a small venue may use the term “senior manager” for someone performing a similar job.

Mid-level managers are versatile. In larger venues, mid-level venue managers are usually responsible for a specific function or operational area (e.g. sales, event management, box office), and are able to fulfil various roles or responsibilities as needed. In smaller venues, mid-level venue managers may also have executive-level responsibilities. Mid-level managers are usually part of the management team and report to senior executives.

Venue professionals use a number of titles to describe their day-to-day activities, such as director, manager, supervisor, coordinator, or assistant manager/director. The range of titles...
reflects an occupation in which practitioners have strongly defined core set of responsibilities and a highly variable set of secondary responsibilities. The most common title for mid-level manager is usually “manager of”, or “director of”, reflecting their responsibility for a specific area or department. While all venue professionals carry out their core responsibilities, one may have tasks associated with frontline operations and another may commonly take on executive level responsibilities. This is a reflection of both the diversity within the occupation and the fact that mid-level professionals are often moving up in their organization’s hierarchy.

**Common Titles of Mid-level Venue Professionals**

| Manager |
|—— |
| Coordinator |
| Technical Director |
| Management Event Supervisor |
| Assistant General Manager |
| Assistant Event Manager |
| Associate Manager/Stadium Operations and Event Manager |
| Director |
| Associate Director |
| Assistant Director |
| Senior Events Manager |
| Event Coordinator |
| Guest Services Supervisor |
| Assistant GM/Director of Event Booking |

**Mid-level Venue Professionals**

- Are responsible for a department or specific function within a venue
- Take on other responsibilities when required
- Engage in a particular set of operational tasks on a day-to-day basis
- Have mastered the skills associated with frontline work and can interact with higher level management
- Provide significant input into policy decisions but do not necessarily make the decisions
- Execute the goals set by senior managers
- Act as a conduit between frontline staff and executives
- Interact with other departments
- Make decisions within their area or department without the need for approval
- Make decisions that affect many people and the work they do
- Understand how their decisions affect overall operations of the venue
- Manage staff performance
- Interact with frontline staff and clients on a day-to-day basis
Work Environment

Venue professionals 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 professionals work in:

- Performing Arts Facilities
- Convention Centres
- Stadiums
- Exhibition Centres
- Arenas
- Amphitheatres
- Conference Centres
- Special Event Facilities

The nature the mid-level role requires venue professionals to specialize in particular knowledge and skill areas, but to also be generalists with respect to knowledge of their venue. Examples of specializations within the field of venue professional include operations, events, box office, sales and marketing, security, client services, attendee services, finance, human resources, event operations/production and hospitality. This profile describes the core functions of venue professionals in both general and specialized roles.

Development of the Standards

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

Setting the competency standards involved three key phases:

1. **Benchmark review of current practice** involving collection of relevant, pre-eminent standards, guidelines, or other documented norms from around the world, and comparing these to the Canadian standards
2. **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
3. **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 mid-level venue professional occupation was established through a review of occupational descriptions (e.g. National Occupational Classification codes), job descriptions and job advertisements. General research established 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.

Venue professionals reviewed the draft standard. Meetings with these subject matter experts (SMEs) were held in Long Beach, Vancouver and Dallas. At each meeting, SMEs reviewed sections of the standard, including changes implemented by participants at previous meetings, and indicated if any key skills were missing or incorrect. Venue professionals reviewed each performance and knowledge statement in the standard for accuracy and completeness. They identified any listed skills not performed by mid-level venue professionals, and revised the arrangement of content within the standard.

SMEs contributed to the ranking of criticality, frequency, and level of difficulty of the skills. Ranking was done during in person meetings and using online surveys designed to reach a broad audience. SMEs also indicated if proficient venue professionals performed the skill with or without oversight and whether the skill could be performed without assistance or if the assistance of a colleague was required.

Validation is the process of verifying the integrity of content and context. The process involved consultation with subject matter experts to review final draft versions of the material, and checking secondary data sources to verify facts and other details.

Structure of the Standards

The content in the standards was developed with the aim of making it explicit and accessible to encourage use in a wide variety of settings. The overall structure of the standard core duties of mid-level venue professionals:

- Management skills and an emphasis on team leadership practices are at the core of the profession. These common skills inform all practice.
- The key outcome of tasks carried out by a venue professional, should ultimately result in a quality experience for tenants, clients and attendees. Venue professionals must work with their employees and other managers to ensure the tenants and attendees have a satisfactory experience at the venue.
- Venue professionals manage people, resources and daily operations. They are also responsible for managing risk, with the intent of reducing risk and promoting a safe environment for themselves, employees, tenants and attendees. They also manage the marketing and promotion of their venue to the public.
- Regular administrative duties and ongoing professional development responsibilities ensure that venue professionals maintain a commitment to quality assurance. This includes the ability to contribute effectively in teams and collaborate with a multitude of stakeholders.

The major categories contain contextual information. Each section starts with a statement explaining why the skill category is important or how it relates to the role of a venue professional. Examples are used where there is a need to further illustrate how a skill is applied.

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

**Context ratings help inform:**

1. Decisions on curriculum, such as the development of training programs or learner assessment tools, e.g. professional certification programs;
2. The determination of minimum experience or pre-requisite requirements for a course or certification program;
3. The overall classification or level determination of the occupation or domain; and
4. Program articulation, valuation, credit transfer, and other decisions that involve the comparison of two or more programs.
There are six distinct scales:

- **Criticality** refers to risk associated with the inability to perform the skill to the standard.
- **Frequency** aims to define the 'rate of recurrence' the skill is performed or unique circumstance that manifests the demand to perform the skill.
- **Level of Difficulty** is the degree of complexity associated with performing the skill, both mentally and physically.
- **Time to be Proficient** is an indication of the average length of time or number of repeated events that are minimally necessary for an individual to become proficient in performing the skill to the defined standard.
- **Dependency** is the identification of related skills necessary to perform the skill.
- **Autonomy** has two dimensions: one defines the requirement for supervision in order to perform or execute the skill; the other defines if the task/competency is expected to be done alone or with assistance.
## Summary of the Context Scales

<table>
<thead>
<tr>
<th>Criticality</th>
<th>Frequency</th>
<th>Level of Difficulty</th>
<th>Time to be Proficient</th>
<th>Dependency</th>
<th>Autonomy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Not critical, No risk</td>
<td>Defined by period of time, e.g. every three months, weekly, daily, hourly OR</td>
<td>1 Not difficult</td>
<td>An estimate of time for a venue professional to become proficient in the skill. Proficiency is the ability to perform at ‘optimal minimum level’ in the range of expected work contexts, at the right pace. The baseline is the profile of a typical new entrant working in ideal conditions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Somewhat Critical, Minimal Risk</td>
<td>Defined by specific circumstance, e.g.: - Routinely, regular course of procedure - Occasionally - Unexpectedly, when emergency arises - Per project or contract - Specific, special circumstance</td>
<td>2 Minimal difficulty or complexity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Critical, Moderate Risk</td>
<td></td>
<td>3 Moderate difficulty or complexity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Very Critical, High, Probable Risk</td>
<td></td>
<td>4 Very difficult, challenging</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Extremely Critical, Severe Risk</td>
<td></td>
<td>5 Intense, highly complex</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**OVERSIGHT**
- N Performance expected without supervision

**AUTONOMY**
- A Perform alone, without assistance
- T Performance requires team effort, assistance

**Recommended other skills that a candidate or worker should have in order to perform the skill effectively.**
How Standards are Used

Venue Professionals use the 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, 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

Recognition for Professional Venue Managers

The Certified Venue Professional (CVP®) designation is a professional certification based on the IAVM Venue Professional Competency Standard. This prestigious industry credential is granted to individuals that demonstrate competency based on the standards; they are regarded as among the best in their field.

The certification examinations are built directly from the standards following generally accepted testing principles. CVP® certification is voluntary. To become certified, industry professionals are required to meet the experience requirements and complete a series of assessments.
A - Manage Operations

OVERVIEW
Why is managing operations important?

– to monitor and adjust activities in order to achieve goals and objectives
– to ensure service levels are consistent and sustained
– to address potential problems or issues in a timely manner
– to ensure compliance with all applicable standards, laws and regulations

General areas of knowledge a competent Mid-Level Venue Manager must know in order to manage operations:

– venue mission statement, goals and objectives
– venue stakeholders and interests
– legislation and regulatory requirements
– venue operations and related requirements, e.g. human resources, marketing, logistics
– brand standards and compliance expectations

A1 - Maintain Standards, Policies and Procedures

Competent Mid-Level Venue Managers must be able to:

P1. review existing standards, policies and procedures:
   • local, e.g. fire codes, noise ordinances, league requirements
   • state, e.g. fire codes, safety codes, food and beverage regulations, labour laws
   • federal, e.g. special needs policies, labour laws
   • corporate, e.g. core values, employee manual
   • governing body, e.g. commission bylaws, usage policies, governance structure
   • tenant, e.g. brand standards, tenant status, security requirements
   • sponsor, e.g. exclusivity rights, product placement
   • department and work group, e.g. organizational structure, goals, objectives

P2. identify required changes, for example:
   • respond to incidents, e.g. complaints, security breaches, equipment failure
   • schedule review of procedures

P3. propose changes or develop new standards, policies and procedures:
   • consult with team, e.g. supervisor, peers, employees
   • gain consensus, e.g. obtain support of key stakeholders
   • communicate changes
   • adapt relevant training
• make content changes
• monitor and evaluate changes

P4. communicate standards, policies and procedures
P5. ensure compliance with standards, policies and procedures, e.g. compliance inspections, league requirements
P6. document discrepancies
P7. initiate remedial action
P8. follow up to verify compliance

*Competent Mid-Level Venue Managers must know:*

K1. existing standards, policies and procedures
K2. venue standards, e.g. brand standards, expectations of quality
K3. industry standards and best practices, e.g. staff to guest ratios, safety guidelines
K4. areas requiring policies or procedures, for example:
  • venue attendee services
  • human resources
  • staff conduct
  • vendor services
  • information technology
  • risk management
  • occupational health and safety
  • emergency response

<table>
<thead>
<tr>
<th>CRITICALITY</th>
<th>FREQUENCY</th>
<th>LEVEL OF DIFFICULTY</th>
<th>PROFICIENCY TIME</th>
<th>DEPENDENCY</th>
<th>AUTONOMY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Critical</td>
<td>Routinely</td>
<td>Moderate</td>
<td>6 – 12 months</td>
<td>N/T</td>
<td></td>
</tr>
</tbody>
</table>

**A2 - Maintain Venue Outlets, Retail and Vendor Services**

*Competent Mid-Level Venue Managers must be able to:*

P1. ensure consistent service standards are met, e.g. monitor conduct of service staff
P2. ensure compliance with terms and conditions of lease or service agreements, where applicable:
  • inspect facilities
  • monitor quality of products or services
  • document discrepancies
  • complete quality control reports
  • initiate remedial action
  • follow up to verify compliance
P3. ensure compliance with relevant legislation and regulations, e.g. occupational health and safety
P4. ensure service readiness, e.g. use operational checklists
Competent Mid-Level Venue Managers must know:

K1. terms and conditions of lease or service agreements
K2. venue service standards
K3. quality management principles and concepts
K4. standard operating procedures
K5. environmental legislation, e.g. decibel limits, waste management laws
K6. problem solving practices

<table>
<thead>
<tr>
<th>CRITICALITY</th>
<th>FREQUENCY</th>
<th>LEVEL OF DIFFICULTY</th>
<th>PROFICIENCY TIME</th>
<th>DEPENDENCY</th>
<th>AUTONOMY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical</td>
<td>Routinely</td>
<td>Moderate</td>
<td>6 – 12 months</td>
<td></td>
<td>N/T</td>
</tr>
</tbody>
</table>

A3 - Maintain Daily Operations

Competent Mid-Level Venue Managers must be able to:

P1. review information and reports, e.g. event bookings, rates, availability, activity logs
P2. review budgets
P3. check status of scheduled activities, e.g. verify product and service requirements are being met
P4. prepare forecasts, e.g. staffing needs, revenues, expenses, sales goals
P5. monitor daily operations, e.g. walk around venue to observe activities, identify potential risks
P6. manage communication within venue:
  • determine information to communicate, e.g. maintenance schedule, turnovers, site visits
  • determine who needs information
  • identify best methods to communicate information, e.g. logbook, memo, staff meeting
  • facilitate timely communications among venue stakeholders, e.g. between staff and management, with vendors or volunteers
  • engage in discussions with staff and management, venue attendees, and vendors
P7. solve problems/troubleshoot daily operations, e.g. resolve technical issues

Competent Mid-Level Venue Managers must know:

K1. event schedule
K2. bookings
K3. community events, e.g. parades, events held in other venues

<table>
<thead>
<tr>
<th>CRITICALITY</th>
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<th>LEVEL OF DIFFICULTY</th>
<th>PROFICIENCY TIME</th>
<th>DEPENDENCY</th>
<th>AUTONOMY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical</td>
<td>Routinely</td>
<td>Moderate</td>
<td>6 – 12 months</td>
<td></td>
<td>S/T</td>
</tr>
</tbody>
</table>
A4 - Monitor Event Operations

Competent Mid-Level Venue Managers must be able to:

P1. review information and reports, e.g. event bookings, availability, contracts
P2. compare performance to initial plan, e.g. current status to running schedule
P3. monitor attendee experience, e.g. ask about experience, needs
P4. identify potential risks to attendees and staff:
   • notify maintenance staff of hazards
P5. assist staff as needed, e.g. assist with registration for large groups
P6. adjust staffing levels as needed
P7. monitor event for potential disruptions/vulnerabilities, for example:
   • natural disasters, e.g. weather, epidemic
   • accidental or technology related occurrences, e.g. IT system failures, infrastructure failures (sewer, water, power), obstructed exits
   • human related issues, e.g. food poisoning, civil disorder, theft
P8. use strategies to minimize disruptions, for example:
   • develop communications plan for use during a disruption, e.g. information to broadcast in the event of a fire
   • develop emergency preparedness, e.g. chain of command protocol
   • develop contingency plans, e.g. protocol to manage tickets or registrations if technology fails
   • address vulnerabilities, e.g. direct staff on appropriate actions

Competent Mid-Level Venue Managers must know:

K1. roles and responsibilities of staff and management
K2. contract requirements
K3. daily events/activities
K4. components affecting events, e.g. production schedule, VIP meet and greet, timeframes, sound checks
K5. risk management
K6. emergency response procedures

<table>
<thead>
<tr>
<th>CRITICALITY</th>
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<th>LEVEL OF DIFFICULTY</th>
<th>PROFICIENCY TIME</th>
<th>DEPENDENCY</th>
<th>AUTONOMY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Critical</td>
<td>Routinely</td>
<td>Moderate</td>
<td>1 – 2 years</td>
<td>S/T</td>
<td></td>
</tr>
</tbody>
</table>
A5 - Oversee Maintenance of Facilities and Equipment

*Competent Mid-Level Venue Managers must be able to:*  

P1. monitor maintenance activities, for example:
   - review scheduled maintenance activities
   - review preventive maintenance requirements
   - conduct operating and safety checks

P2. review maintenance budget:
   - ensure budget aligns with expenditures

P3. verify completeness of maintenance and repair documentation, e.g. warranties, inspection standards

P4. develop contingency plans for equipment failure

P5. communicate safety training needs

P6. identify areas for capital improvement

*Competent Mid-Level Venue Managers must know:*

K1. maintenance budget
K2. systems and equipment used in building operations
K3. equipment inventory
K4. potential for breakdowns of systems and equipment
K5. responsibilities of maintenance person or team

<table>
<thead>
<tr>
<th>CRITICALITY</th>
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<th>PROFICIENCY TIME</th>
<th>DEPENDENCY</th>
<th>AUTONOMY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Critical</td>
<td>Occasionally</td>
<td>Moderate</td>
<td>6 – 12 months</td>
<td></td>
<td>S/A</td>
</tr>
</tbody>
</table>

A6 - Oversee Service Contracts

*Competent Mid-Level Venue Managers must be able to:*

P1. evaluate products or services:
   - determine if service provider is compliant with contract terms, e.g. product quality, meeting timelines

P2. establish working relationship with service provider:
   - maintain good communications

P3. review administrative requirements, e.g. check insurance requirements

P4. determine corrective action, where needed:
   - document issues
   - recommend changes to contract terms, where appropriate
   - verify remedial action has been taken
   - increase scrutiny of service provider

P5. consult other venue staff as required, e.g. senior manager, accounts payable,
security

Competent Mid-Level Venue Managers must know:

K1. key performance indicators of service contracts, for example:
   • monitoring plan, e.g. what to monitor, frequency, documentation requirements
   • service levels and performance expectations
   • number and scope of services included
   • roles and responsibilities of each party
   • accountability
K2. risks associated with non-performance or deficiencies
K3. remedial actions available in the event of performance issues

<table>
<thead>
<tr>
<th>CRITICALITY</th>
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<th>DEPENDENCY</th>
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<tr>
<td>Critical</td>
<td>Occasionally</td>
<td>Moderate</td>
<td>6 – 12 months</td>
<td>B10</td>
<td>N/T</td>
</tr>
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</table>

A7 - Comply with Collective Agreements

Competent Mid-Level Venue Managers must be able to:

P1. identify changes or issues that contravene terms of agreement, e.g. changes to organizational structure, new ownership, updated policies and procedures
P2. meet terms of collective bargaining agreements, for example:
   • accommodate disabilities
   • assign job duties correctly
P3. facilitate workplace communication, for example:
   • communicate changes in a timely fashion
   • promptly respond to inquiries or concerns
P4. contribute to the development of future collective agreements
P5. inform senior management when specialized assistance may be required, e.g. threat of strike, conflict with event, incidents of harassment

Competent Mid-Level Venue Managers must know:

K1. labour relations, e.g. role of unions in the workplace
K2. collective bargaining agreements
K3. potential causes of labour unrest
K4. conflict resolution techniques
K5. grievance and dispute resolution techniques

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A8 - Comply with Legislation and Regulatory Requirements

Competent Mid-Level Venue Managers must be able to:

P1. conduct research to determine legal and regulatory obligations:
   • identify issues and activities to which laws and regulations apply
   • determine jurisdictions, e.g. local, state/provincial, national

P2. identify and meet requirements, for example:
   • acquire permits
   • acquire insurance
   • accommodate inspections

P3. seek assistance in addressing legal, regulatory and jurisdictional requirements

P4. monitor activities to ensure compliance

P5. communicate legislation and regulatory requirements to staff

P6. correct failures to meet legal and regulatory obligations

P7. identify changes to policies and procedures to ensure compliance

P8. consult senior management on changes to policies and procedures

Competent Mid-Level Venue Managers must know:

K1. applicable municipal, state/provincial or territorial legislation

K2. applicable permits and licenses, e.g. occupancy codes, liquor license, business license, building permit

K3. applicable insurance, e.g. liability, property, special event

K4. policies and procedures

K5. risk management

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A9 - Demonstrate Environmental Responsibility

Competent Mid-Level Venue Managers must be able to:

P1. identify venue environmental compliance requirements, e.g. utility usage, landfill diversion rate, HVAC schedule, ice maintenance schedule
   • report non-compliance to supervisor
P2. communicate environmental requirements to clients
P3. comply with environmental requirements for events, e.g. lighting, décor, decibel limits, temperature
P4. reduce ecological footprint, for example:
   • reduce energy consumption
   • reduce water consumption
   • implement recycling programs/systems
P5. consult senior management on changes to environmental policies and procedures
P6. implement waste management practices, for example:
   • waste minimization activities, e.g. purchase recyclable or reusable products
   • divert waste from landfills, e.g. compost, recycling, waste-to-energy
   • utilize proper waste disposal methods
P7. reduce pollution, for example:
   • minimize noise and light pollution
   • control use of harmful substances, e.g. chemicals, paints

Competent Mid-Level Venue Managers must know:

K1. environmental issues and concerns of local area
K2. environmental capacity of community, e.g. waste management infrastructure
K3. environmental technology and best practices
K4. regulations, e.g. local, state/provincial, national

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B - Manage Resources

OVERVIEW

Why is managing resources important?

- to minimize risks to operations
- to ensure sustainable operations
- to adapt to a changing business environment and evolving attendee tastes
- to ensure a competitive edge within the industry
- to ensure profitability and company growth
- to ensure brand integrity and consistency
- to gain or maintain industry leadership
- to adopt innovative ways to improve departments
- to ensure the feasibility of new products and services
- to measure potential demand, pricing, anticipated results, profitability
- to make informed business decisions

General areas of knowledge a competent Mid-Level Venue Manager must know in order to manage resources:

- venue mission statement, goals and objectives
- legislation and regulatory requirements
- venue operational scope and requirements, e.g. human resources, marketing, logistics/operation
- venue departments, e.g. responsibilities, costs, staffing, inventory, productivity
- brand standards and compliance expectations

B1 - Perform Departmental Analysis

Competent Mid-Level Venue Managers must be able to:

P1. identify strengths, weaknesses, opportunities and threats
P2. identify industry trends and issues
P3. identify market segments
P4. determine current and future needs and expectations

Competent Mid-Level Venue Managers must know:

K1. target market(s)
K2. sources of market information, e.g. current and historical
K3. methods of data analysis
K4. marketing concepts, e.g. marketing mix
K5. competitors’ strengths and weaknesses

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**B2 - Develop Concepts for Products and Services**

*Competent Mid-Level Venue Managers must be able to:*

P1. engage internal and external stakeholders
P2. facilitate the research and development process:
   • lead the generation of new concepts and ideas
   • formulate new products and services
P3. create an implementation plan
P4. present implementation plan

*Competent Mid-Level Venue Managers must know:*

K1. sponsorship obligations
K2. company brand standards
K3. internal and external resources
K4. venue plans
K5. intellectual property, e.g. trademarks and copyrights

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**B3 - Assist in the Development of a Capital Plan**

*Competent Mid-Level Venue Managers must be able to:*

P1. identify potential capital projects, for example:
   • review depreciation schedule
   • inspect interior assets, e.g. furniture, fixtures and equipment
   • inspect exterior of venue, e.g. landscaping, parking, roof
P2. review and update priorities as needed
P3. develop project plan elements:
   • establish milestones and critical path
B - MANAGE RESOURCES

• outline plan  
• develop budget  
• determine impact on venue

**Competent Mid-Level Venue Managers must know:**

K1. long-term strategic plan  
K2. project management principles  
K3. industry trends  
K4. allocated funds for capital projects  
K5. budget

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**B4 - Manage Implementation of Capital Projects**

**Competent Mid-Level Venue Managers must be able to:**

P1. review capital funding and capital plan  
P2. obtain approvals and permits  
P3. secure contractors and suppliers  
P4. manage finances  
P5. inform others of project activities, e.g. owners, senior managers, staff  
P6. prepare progress report/final report:  
  • measure results  
  • make recommendations

**Competent Mid-Level Venue Managers must know:**

K1. property, e.g. age of equipment, furnishings, structure  
K2. depreciation schedule  
K3. planning tools, e.g. Gantt chart, software  
K4. contracts  
K5. requests for proposals  
K6. procurement processes

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B5 - Plan Project

*Competent Mid-Level Venue Managers must be able to:*

P1. estimate necessary resources  
P2. schedule project activities  
P3. establish timelines and milestones  
P4. allocate resources to project activities  
P5. determine disruptions including displacement  

*Competent Mid-Level Venue Managers must know:*

K1. project negotiation strategies  
K2. needs analysis tools, e.g. SWOT analysis, PESTEL analysis  
K3. project requirements and specifications  
K4. project management systems and tools  
K5. project scheduling techniques  
K6. risk management  
K7. cost control  

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B6 - Supervise Project Implementation

*Competent Mid-Level Venue Managers must be able to:*

P1. determine the work to be performed  
P2. estimate resource requirements, e.g. time, staff  
P3. use project management planning tools  
P4. schedule operations in a logical sequence  
P5. plan for contingencies  
P6. adjust schedules to changing conditions  
P7. monitor work progress against schedules, budgets, resource availability  
P8. monitor the quality of outputs and deliverables  
P9. evaluate project effectiveness, for example:  
  • debrief with relevant parties  
  • document activities  
  • make recommendations
**B - MANAGE RESOURCES**

**Competent Mid-Level Venue Managers must know:**

K1. project management tools/techniques  
K2. project supervision  
K3. project evaluation  
K4. time constraints

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**B7 - Procure Services, Contract Suppliers**

**Competent Mid-Level Venue Managers must be able to:**

P1. identify requirements for contract, lease and supplier agreements  
P2. prepare requests for proposal, e.g. provide specification, timelines  
P3. evaluate proposals  
P4. select qualifying bids  
P5. negotiate details  
P6. make recommendations

**Competent Mid-Level Venue Managers must know:**

K1. company procurement policies and procedures  
K2. components of legal contracts  
K3. supply requirements

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**B8 - Create Budget**

**Competent Mid-Level Venue Managers must be able to:**

P1. determine resource requirements for budget period:  
   • determine line items  
   • cash flow  
   • expense allocations  
P2. create business case for budget allocation  
P3. submit budget for review or approval  
   • negotiate allocation with senior management
P4. revise allocations based on final approved budget
P5. implement budget

**Competent mid-level venue managers must know:**

K1. historical costs
K2. reasons costs increase, e.g. inflation
K3. cost of goods and services
K4. budget timeline
K5. business priorities
K6. budget software

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**B9 - Manage Budgets**

**Competent Mid-Level Venue Managers must be able to:**

P1. establish budget control guidelines, e.g. payment policies and procedures, cost controls
P2. schedule regular budget reviews:
    • review bank reconciliations, expenses and variance history
    • compare budgeted amounts to actual revenues and expenses
    • identify variances between budgeted and actual figures
P3. monitor revenues and expenses within established time frames:
    • determine cause(s) of variance
    • respond, e.g. revise activities, reallocate funds
P4. communicate information and decisions to those affected
P5. identify opportunities for improved budget performance, for example:
    • seek out new suppliers and revenue streams
    • present recommendations to appropriate individuals
    • pursue ideas for increasing income or reducing expenditures
P6. revise budget based on current realities, e.g. loss of a sponsor
P7. communicate budget performance, e.g. to senior management, owner
P8. complete financial and statistical reports

**Competent Mid-Level Venue Managers must know:**

K1. strategic long-term plans
K2. annual business plan

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B10 - Manage Contracts

*Competent Mid-Level Venue Managers must be able to:*

P1. review contract terms, e.g. obligations, liabilities
P2. negotiate terms, for example:
   - define roles and expectations
   - define product services or deliverables, e.g. building access times, hourly rates, service standards
   - determine exclusivity, e.g. sponsorship
   - define project timelines
   - develop communications process
   - define performance standards
P3. develop contracts
   - consult with supervisor
P4. monitor performance, i.e. verify terms of agreement are met, for example:
   - review timelines
   - verify quality of supplier deliverables
   - inspect products
P5. report on activities
P6. take corrective action, for example:
   - request changes
   - modify work plan
   - re-negotiate terms
   - apply penalties

*Competent Mid-Level Venue Managers must know:*

K1. types of contracts and agreements, e.g. supplier contracts, tenant agreements, event contracts, riders
K2. methods of monitoring compliance with a contract
K3. contract management policy
K4. existing contractual obligations, e.g. exclusive catering agreement

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B11 - Promote Sustainable Practices

**Competent Mid-Level Venue Managers must be able to:**

P1. integrate awareness of sustainable practices into operations, including:
   - environmental management
   - cleaning
   - food and beverage operations
   - conference and meeting planning
   - engineering

P2. communicate sustainable practices to staff and attendees, e.g. through training, information on website

P3. implement conservation practices, for example:
   - reduce energy use, e.g. install compact fluorescent and LED lights, motion sensor light switches, geothermal technology
   - reduce water consumption, e.g. install low flow toilets, tap aerators
   - decrease printing of documents

P4. implement recycling programs, for example:
   - purchase recycled and recyclable products
   - set up recycling collection systems

P5. minimize and manage waste
   - reduce pollution, e.g. minimize noise and light pollution
   - control use of harmful substances, e.g. chemical cleaning agents, paints

P6. use environmentally responsible suppliers, as appropriate, e.g. unbleached and recycled paper, ozone-friendly products

P7. adhere to legislation to protect the environment,

P8. determine the return on investment of sustainability

**Competent Mid-Level Venue Managers must know:**

K1. sustainable practices for reducing environmental impacts and operating costs
K2. industry programs which support sustainable practices, e.g. Green Key Eco-Rating Program
K3. local support/consumer demand for sustainable practices, e.g. recycling facilities
K4. industry trends
K5. financial sustainability
K6. social sustainability
K7. environmental sustainability

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B12 - Control Expenses

*Competent Mid-Level Venue Managers must be able to:*

P1. collect data, e.g. cost of sales, labour costs, other operating expenses
P2. analyze expenses, e.g. food costs, labour costs, food cost ratio
P3. manage variable costs, e.g. productivity, waste, menu engineering
P4. adhere to pre-determined budget
P5. control inventory, e.g. shelf life, rotation, expiry date
P6. calculate the cost of goods sold and determine variances

*Competent Mid-Level Venue Managers must know:*

K1. profit and loss statements, e.g. labour productivity, food and beverage cost report, cost recovery report
K2. inventory management, e.g. operating equipment, perishables, waste management

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B13 - Optimize Revenues

*Competent Mid-Level Venue Managers must be able to:*

P1. collect data, e.g. point of sales reports
P2. analyze sales, e.g. food, beverage, coverage ratio, catering
P3. promote and monitor revenue generation, e.g. pricing strategy, employee incentives
P4. apply a revenue management strategy
P5. determine the impact of market changes on the business
P6. develop a financial management system

*Competent Mid-Level Venue Managers must know:*

K1. revenue management, e.g. sales promotions, yield
K2. market trends

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B14 - Reconcile Contracts

*Competent Mid-Level Venue Managers must be able to:*

P1. review bills, e.g. catering, security, event props, labour, overtime
P2. inspect premises for damage
   • add to invoices as required
P3. review revenue, e.g. box office take, deposits received, merchandise revenue
P4. compare revenues and costs to original estimates
   • explain variances
P5. negotiate contested costs
P6. finalize invoices or payouts, e.g. credit memo, cheques, cash
P7. receive payment
P8. manage past due accounts, for example:
   • send to finance
   • refuse future bookings
   • send to collections
   • consult legal services

*Competent Mid-Level Venue Managers must know:*

K1. contract terms and conditions
K2. client contracts
K3. venue supplier contracts
K4. applicable taxes and regulations
K5. costs of services and goods
K6. pre-event venue conditions
K7. reasons for variances
K8. components of event, e.g. load in time, staff requirements, timeframes
K9. accounting timelines
K10. negotiation skills
K11. client needs
K12. client history with venue

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C - Manage People

OVERVIEW

Why is managing people important?

- to build an effective team of professionals
- to meet human resources requirements
- to attract and hire the most suitable individuals
- to coach staff on expected behaviours, skills and attitudes
- to motivate employees
- to maintain a positive working atmosphere
- to improve on workplace safety
- to meet requirements of collective agreement

General areas of knowledge a competent Mid-Level Venue Manager must know in order to manage people:

- mission statement, goals and objectives
- organizational structure
- policies and procedures, e.g. employee handbook/code of conduct
- applicable legislation, e.g. human rights legislation, labour and employment regulations
- collective agreements, if applicable
- approaches to managing workplace diversity

C1 - Prepare Event Staffing Plan

Competent Mid-Level Venue Managers must be able to:

P1. collect information from similar events:
   - event type, e.g. rock show, family show, trade show
   - demographics
   - duration
   - event logistics
   - experience at own venue
   - experience at other venues

P2. determine staffing requirements, considering:
   - experience from past events, i.e. historical data
   - forecasted attendance
   - regulations, e.g. occupancy codes, life safety, overtime
• budget
• security needs, e.g. bag checks, alcohol service
• contractual obligations, e.g. attendee experience
• configuration of event
• duration of event
• staff interests, e.g. alignment of staff beliefs and values with event type
• typical staff scheduling attrition, e.g. absenteeism, illness
• conflicting events, e.g. holidays, other job obligations

P3. schedule staff
P4. adjust staff schedule as needed

Competent Mid-Level Venue Managers must know:

K1. staff levels for types of events
K2. crowd management strategies for:
   • traffic flow, e.g. parking, road closures, traffic signals
   • ingress/egress, e.g. venue entrances, re-entry policy
   • circulation
   • congregation
   • emergency procedures, e.g. shelter in place, evacuation, inclement weather
   • attendee behaviour and restrictions
K3. client expectations
K4. seasonal requirements
K5. labour costs
K6. budget restrictions
K7. staff attributes, e.g. availability, interests, skills, position
K8. labour regulations, e.g. overtime, breaks

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C2 - Determine Normal Staffing Requirements

Competent Mid-Level Venue Managers must be able to:

P1. review:
   • number of events forecasted
   • department staff workload
   • staff strengths and weaknesses
   • staff schedules/availability
   • opportunities for growth
P2. identify staffing budget considering, for example:
C - MANAGE PEOPLE

• compensation, e.g. wages, benefits
• new hire orientation costs
• professional development costs
• uniform costs
• employee accommodation costs, e.g. accessibility upgrades, modified job duties
• role related costs, e.g. travel, incidentals

P3. determine needs, for example:
• adjustments to roles and responsibilities, e.g. merge positions
• new hires, e.g. to address skill shortages
• professional development requirements

P4. seek approval from senior management

Competent Mid-Level Venue Managers must know:

K1. seasonal requirements
K2. labour costs
K3. human rights legislation
K4. budget restrictions
K5. historical data
K6. staff turnover numbers
K7. reasons for staff turnover

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<tr>
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C3 - Develop Scheduling Guidelines

Competent Mid-Level Venue Managers must be able to:

P1. identify staffing needs
P2. establish scheduling criteria, e.g. seniority, level of business, staff preferences
P3. develop scheduling system, for example:
• requests for time off, e.g. leave of absence, shortened work day
• post schedule and timeline of schedule
• shift confirmation
• schedule adjustments, e.g. shift changes, staffing level changes, time changes

Competent Mid-Level Venue Managers must know:

K1. relevant legislation, e.g. shift length, overtime
K2. employee status, e.g. full-time/part-time, exempt/non-exempt
K3. staffing guidelines, e.g. company policy, collective bargaining agreement
K4. staff abilities and knowledge, e.g. performance, productivity measures
K5. historical staffing levels, e.g. time of year, event type
K6. staff preferences and availability
K7. fatigue management principles

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C4 - Monitor Staffing Plan

Competent Mid-Level Venue Managers must be able to:

P1. review human resource policies and procedures
P2. measure results of human resource practices, e.g. incentive programs, disciplinary practices
P3. gather information on staff performance, e.g. supervisor reports, observations, guest feedback
P4. measure staff turnover
P5. maintain staffing levels
P6. determine departing employees’ reasons for leaving
P7. develop strategies to respond to human resource issues, e.g. absenteeism, low morale
P8. facilitate discussions between staff and management, as needed

Competent Mid-Level Venue Managers must know:

K1. required knowledge and abilities for job roles
K2. performance appraisal process
K3. new hire orientation practices
K4. local employment conditions
K5. staff attrition rates
K6. staffing shortages
K7. current skills and abilities of staff and management
K8. current wage rates

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C5 - Recruit Employees and/or Volunteers

*Competent Mid-Level Venue Managers must be able to:*

P1. assess staffing needs, e.g. based on performance levels, service standards, business forecasts
P2. collaborate on development of job descriptions and postings:
   • review job or role demands
   • determine required qualifications
P3. use various recruitment methods, e.g. agencies, job boards, internships, apprenticeships
   • reach broad audience to support organizational values, e.g. diversity, qualifications
P4. define selection criteria for employment
P5. invite qualified applicants to interview
P6. conduct employment interviews
P7. conduct pre-employment screening, e.g. employment verification, reference checks, driving record, criminal background check
P8. select best candidate
P9. document the outcome of a recruitment process, e.g. complete recruitment scorecards

*Competent Mid-Level Venue Managers must know:*

K1. organizational recruitment goals
K2. recruitment strategies, e.g. social media, job fairs, recruitment agencies
K3. advantages and disadvantages of different recruitment and selection methods
K4. employee selection strategies, e.g. skills matching, minimum eligibility and qualification requirements
K5. interview techniques and etiquette, e.g. behavioural interviews, virtual interviews
K6. applicable laws, e.g. anti-discrimination legislation, licensing requirements, collective bargaining agreements
K7. benefits of a diverse workforce

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C6 - Facilitate Employee or Volunteer Orientation

*Competent Mid-Level Venue Managers must be able to:*

P1. identify orientation objectives
P2. develop orientation programs, including, for example:
• venue goals and objectives
• employee role
• job requirements

P3. conduct orientation training, e.g. introduce employees, site induction
P4. review and revise orientation training

*Competent Mid-Level Venue Managers must know:*

K1. corporate culture, e.g. vision, mission, values and goals, strategies
K2. organizational structure, e.g. hierarchy, venue guidelines
K3. policy resources, e.g. employee manual, health and safety regulations
K4. orientation methods and techniques, e.g. classroom, venue tour

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**C7 - Develop Standard Operating Procedures and Guideline Manuals**

*Competent Mid-Level Venue Managers must be able to:*

P1. review existing manuals
P2. seek input on manuals, e.g. from employees, colleagues and management
P3. develop employee manuals
P4. ensure that manual content is comprehensive, engaging and up to date
P5. communicate material to staff

*Competent Mid-Level Venue Managers must know:*

K1. industry best practices, e.g. emergency procedures, accessibility
K2. mission, vision, brand standards
K3. purpose of policies and procedures
K4. common policies and procedures, e.g. grooming and dress code, employee conduct, safety and security

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C8 - Assess Training Needs

*Competent Mid-Level Venue Managers must be able to:*

P1. identify training needs, e.g. cross-training, customer service
P2. determine training frequency
P3. identify employee performance problems:
   • assess the nature of problem
   • determine cause of problem
P4. determine training required for performance issue
P5. track pre- and post-training performance

*Competent Mid-Level Venue Managers must know:*

K6. training requirements:
   • occupation related, e.g. requirements to maintain certification
   • government related, e.g. occupational health and safety
   • department related, e.g. specialized training, number of training shifts, incident reporting
K7. training resources available:
   • internal, e.g. qualified trainers, training resource material
   • external, e.g. community service organizations, online training

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C9 - Develop Training Programs

*Competent Mid-Level Venue Managers must be able to:*

P1. identify short-term and long-term training objectives and strategies
P2. source existing programs
   • adapt/license skills training, e.g. from industry associations, government programs
   • use outside training programs, e.g. food safety, first aid, HACCP
P3. create training program
   • specify training methods, e.g. role play exercises, on the job
   • maintain an inventory of current training programs
P4. maintain records, e.g. training attendance, certifications

*Competent Mid-Level Venue Managers must know:*

K1. job and task analyses
K2. outsourced training solutions
K3. purpose of training
K4. training delivery methods

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**C10 - Deliver Training**

*Competent Mid-Level Venue Managers must be able to:*

**P1.** adapt a training program to
  - personal teaching style
  - audience needs, e.g. learning style, knowledge level
  - training methods, e.g. seminar, learn and work assignments

**P2.** schedule training sessions

**P3.** conduct training for:
  - employees
  - volunteers
  - other trainers

**P4.** procure services of external training providers

**P5.** keep records of training completed, e.g. attendance, certifications

*Competent Mid-Level Venue Managers must know:*

**K1.** training methodologies, e.g. presentation skills, training skills, coaching

**K2.** current training programs

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**C11 - Evaluate Effectiveness of Training**

*Competent Mid-Level Venue Managers must be able to:*

**P1.** organize a training evaluation

**P2.** apply evaluation methods, e.g. observation, interviews, questionnaires

**P3.** assess performance and productivity

**P4.** conduct a cost benefit analysis of training

**P5.** review evaluation results and update training
Competent Mid-Level Venue Managers must know:

K1. evaluation methodologies
K2. cost benefit analysis
K3. returns on training investment

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C12 - Coach Staff

Competent Mid-Level Venue Managers must be able to:

P1. clarify expectations
P2. observe staff on the job
P3. reinforce desired behaviours, e.g. say “You performed that task very well”
P4. provide constructive feedback:
   • offer advice to improve quality of work or correct behaviour
   • provide feedback about how to handle similar situations in the future
P5. correct undesirable behaviours:
   • specify what employee did that fell below standards
   • explain correct behaviour in an encouraging manner
   • demonstrate task, if appropriate
P6. tailor coaching to individuals:
   • consider what motivates each individual
   • adjust communication style to suit individuals
P7. develop supervisors and managers:
   • identify individuals who have potential for job growth
   • help individuals outline career goals
   • provide opportunities for supervisory and management training

Competent Mid-Level Venue Managers must know:

K1. methods of recognizing and rewarding staff
K2. coaching techniques, e.g. positive reinforcement, demonstration
K3. brand standards

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Venue Professional Competency Standards
C13 - Develop Performance Management Plan /Apply Staff Development Plan

_Service professional competency standards_ must be able to:

P1. define role based competencies for staff
P2. develop assessment process to measure staff performance:
    - ensure that skills, knowledge or behaviours are based on defined competencies
    - use clear rating system that contains a performance range, e.g. unacceptable to performing to standard
P3. determine frequency of the review process, e.g. after probation, annually
P4. provide instructions/guidance for managers that will be assessing staff:
    - conduct training on use of the assessment tool

_Service professional competency standards_ must know:

K1. corporate objectives
K2. occupational and corporate standards
K3. legislation, e.g. workplace harassment, equal opportunity
K4. financial resources
K5. performance evaluation methods

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C14 - Conduct Performance Reviews

_Service professional competency standards_ must be able to:

P1. clarify performance expectations
P2. observe employees on the job:
    - benchmark performance, e.g. against defined competencies, key performance indicators
P3. analyse the results of previous evaluations
P4. follow up with employee:
    - clarify expectations
    - communicate outcomes of performance review
    - determine action plan with employee input
P5. document performance reviews and action plans

_Service professional competency standards_ must know:

K1. performance management programs
K2. performance criteria
K3. performance review policies and procedures
K4. productivity management, e.g. cost of labour compared to revenue

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C15 - Apply Reward and Disciplinary Measures

*Competent Mid-Level Venue Managers must be able to:*

P1. communicate reward program to employees, e.g. merit increases, promotional opportunities, prizes

P2. implement a staff recognition program:
  - define guidelines to recognize high performing employees, e.g. employee of the month
  - inform staff of program and evaluation procedures
  - encourage employee involvement
  - assess effectiveness of program and modify as necessary

P3. identify exemplary performance and behaviour

P4. acknowledge service excellence among employees

P5. identify disciplinary measures within your level of authority

P6. outline disciplinary process to employees, e.g. formal discussion, documentation, suspension

P7. collaborate with union representatives and members, for example:
  - willingly assist with information requests
  - work cooperatively on issues

P8. implement fair and transparent disciplinary systems:
  - define process and rules for dealing with disciplinary issues and grievances
  - inform staff of process and rules
  - investigate issues and grievances thoroughly before determining appropriate action
  - ensure appeals are heard by senior manager who was not involved previously
  - treat similar offences with the same action, i.e. be consistent and reasonable

P9. identify performance and behaviour problems, for example:
  - inappropriate behaviour, e.g. insubordination, conflict with others, alcohol or drug use
  - resistance to change, e.g. unwillingness to update skills, lack of flexibility
  - quality of work, e.g. inaccuracies, errors, waste of materials
  - quantity of work, e.g. slow response to requests, late completion of assignments

P10. respond to performance or behaviour problems, for example:
  - determine appropriate action, e.g. warning, suspension, termination
  - take security measures when necessary, e.g. enlist in support of security staff
  - speak with staff person, e.g. indicate corrective action to follow
  - confirm understanding of corrective action, e.g. have employee sign document
P11. justify decisions to dismiss and lay off employees
P12. maintain records of interventions and disciplinary actions
  • ensure documentation is accurate, non-biased and complete

*Competent Mid-Level Venue Managers must know:*

K1. applicable legislation and regulations, e.g. employment legislation, documentation required
K2. policies and procedures
K3. terms of collective bargaining agreements
K4. conflict resolution methods, e.g. judicial procedure, arbitration, grievance resolution
K5. types of reward and disciplinary measures
K6. effectiveness and consequences of disciplinary measures
K7. advantages and disadvantages of types of disciplinary measures
K8. termination and dismissal policies and procedures

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*C16 - Manage Staff Layoffs, Terminations and Resignations*

*Competent Mid-Level Venue Managers must be able to:*

P1. gather required supporting documentation
P2. follow organizational procedures
P3. seek legal advice, if required
P4. advise individual of dismissal or layoff confidentially:
  • have witness and union representative present
P5. for layoffs:
  • state reason for layoff and effective date
  • offer assistance, if applicable, e.g. counselling
  • discuss possibility of rehiring
P6. for resignations:
  • accept written resignation
  • consider opportunities to keep individual on staff, e.g. train for alternate position, provide raise
P7. conduct exit interview, for example:
  • use structured interview based on HR priorities
P8. take security measures, for example:
  • collect company identification, keys and passes, company credit cards, tools and
C - MANAGE PEOPLE

C - MANAGE PEOPLE

• enlist support of security staff, if necessary
• escort individual from premises, if necessary
• change access and security codes, if necessary

P9. complete documentation:
• finalize payroll
• remove individual from benefits program
• provide separation documents, e.g. record of employment
• provide details of compensation and benefits, if applicable, e.g. holiday pay, group insurance
• provide copies of other documentation, if requested, e.g. written warnings, policies, performance reviews

P10. notify others who may be affected, e.g. staff, management, clients, suppliers

Competent Mid-Level Venue Managers must know:

K1. employment regulations
K2. collective bargaining agreement
K3. payroll policies and procedures
K4. human resource policies and procedures

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C17 - Manage Diversity in the Workplace

Competent Mid-Level Venue Managers must be able to:

P1. approach and treat each staff person and attendee as an individual:
  • make no assumptions based on physical or mental ability, gender, language, ethnicity, or religion
  • accept, respect and value individual differences

P2. model behaviours that embrace diversity, for example:
  • avoid using stereotypes
  • adapt practices to differences, e.g. cultural, generational

P3. consult those with experience serving clients with diverse backgrounds, including:
  • colleagues
  • community/cultural groups
  • other venues that have served diverse groups

P4. obtain feedback from attendees representing minority groups

P5. determine the extent to which individuals from various ethnic or minority groups access services, for example:
  • compare attendee profiles to regional demographic data, e.g. average age, ethnicity
• consult ethnic, minority, and advocacy groups to determine if needs are being met

P6. prevent discrimination, harassment and unequal treatment of attendees and staff

P7. identify and address systemic barriers to inclusion embedded in policies, practices, or programs:
  • remove barriers, improve work environment, e.g. accommodation for persons with disabilities, employment supports, translation services, vocational assistance
  • refer clients to additional support when needs are beyond competence, authority or capacity

P8. develop work practices that show respect for workplace diversity:
  • identify diversity related training needs
  • capitalize on advantages of a diverse workforce, e.g. unique skills and perspectives, second languages, knowledge of cultural conventions

P9. safeguard human rights

*Competent Mid-Level Venue Managers must know:*

K10. workplace diversity issues, e.g. legal, social
K11. benefits of a diverse workforce
K12. visible and invisible differences among people
K13. inclusive practices
K14. strategies to accommodate needs of employees and attendees
K15. personal values and biases
K1. employment and human rights legislation
K2. material and behaviours that may be offensive to others
K3. diversity within the organization’s workforce
K4. diversity policies of organization

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**C18 - Maintain a Positive Workplace Environment**

*Competent Mid-Level Venue Managers must be able to:*

P1. promote fair business practices
P2. acknowledge people in a courteous, friendly manner
P3. listen carefully to understand what people are saying or asking
P4. be patient and ask questions to improve understanding
P5. be collaborative
P6. promote environment free of discrimination, harassment and disrespect
P7. treat people with respect
P8. provide employees with accurate and impartial information
P9. help employees manage stressful situations, e.g. tight deadlines, heavy workload, conflicts
P10. direct employees to available resources, e.g. project management training, counselling
P11. contribute to clear and reasonable workplace guidelines

Competent Mid-Level Venue Managers must know:

K1. mandate and values of organization
K2. resources available
K3. human resource policies
K4. legal obligations of employers, e.g. accommodating injuries/illness, anti-discrimination legislation
K5. role and responsibilities of each department or employer group, e.g. sales, operations
K6. workplace agreements

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C19 - Follow Payroll System Requirements

Competent Mid-Level Venue Managers must be able to:

P1. manage payroll system, e.g. distribute time cards, track overtime
P2. monitor payroll system, e.g. daily payroll report
P3. keep personal data confidential
P4. implement a contingency plan, e.g. alternatives in case of IT failure, employee responsible for payroll falls ill
P5. generate reports to respond to inquiries, e.g. payroll discrepancy

Competent Mid-Level Venue Managers must know:

K1. labour laws and compensation schemes, e.g. minimum wage, maximum hours
K2. direct and indirect labour costs
K3. payroll processing documentation
K4. organizational and regulatory requirements, e.g. privacy legislation
K5. collective bargaining and long-term agreements

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C20 - Control Payroll Expenses

*Competent Mid-Level Venue Managers must be able to:*

P1. check payroll data against records of actual hours worked  
P2. assign the achievement of variable salary components, e.g. bonus, incentives  
P3. utilize staffing guideline policies, e.g. full-time equivalent, sales per hour  
P4. review payroll costs against staffing budget

*Competent Mid-Level Venue Managers must know:*

K1. staffing options, e.g. temporary, permanent, casual or contracted services, full-time or part-time  
K2. staffing and scheduling needs  
K3. budget limitations, e.g. salary, event staff, temporary staff, security staff  
K4. payroll documentation, e.g. time sheets, pay slips  
K5. labour laws, e.g. overtime hours, vacation pay

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<th>FREQUENCY</th>
<th>LEVEL OF DIFFICULTY</th>
<th>PROFICIENCY TIME</th>
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</table>
D - Manage Risk

OVERVIEW

Why is managing risk important?

- to mitigate possible losses, damages, and expenses
- to identify threats, analyse vulnerabilities, and evaluate physical and environmental security
- to ensure the safety and well being of employees and attendees
- to monitor regulatory elements that affect the business environment
- to minimize the impact of emergency situations on individuals and the organization
- to apply preventive measures to eliminate or reduce the impacts of risk
- to plan for business recovery
- to prepare for and respond to emergencies effectively

General areas of knowledge a competent Mid-Level Venue Manager must know in order to manage risk:

- risk management strategies and plans
- health and safety codes, regulations

D1 - Contribute to Risk Assessment

Competent Mid-Level Venue Managers must be able to:

P1. identify current and foreseeable risks, e.g. spills, maintenance issues, protests triggered by event
P2. consult key stakeholders
P3. determine the consequences of risks
P4. document the risk assessment process and proposed control actions

Competent Mid-Level Venue Managers must know:

K1. types of business risks, e.g. competition, food safety, legal, staff turnover
K2. impact of types of business risks
K3. organizational capabilities, e.g. human resources, legal, security, health and safety
K4. research methods, e.g. sources of legal information
K5. risk assessment tools, e.g. policies and procedures

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D2 - Eliminate or Control Business Risk

*Competent Mid-Level Venue Managers must be able to:*

- P1. assess risk issues
- P2. monitor risks
- P3. implement risk control measures, e.g. skid resistant shoes for servers
- P4. communicate requirements
- P5. conduct relevant training, e.g. alcohol management
- P6. assess the effectiveness of risk control measures
- P7. develop risk management reports and risk profiles
- P8. recommend improvements to risk management practices
- P9. analyze the return on investment of business decisions and actions:
  - how much is risk reduced
  - is the risk prevention initiative cost effective

*Competent Mid-Level Venue Managers must know:*

- K1. risk management plans and techniques
- K2. documentation requirements, e.g. accident report
- K3. legal and insurance policies and procedures

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D3 - Implement Security Measures

*Competent Mid-Level Venue Managers must be able to:*

- P1. identify security needs, considering:
  - venue layout
  - types of activities that may affect security, e.g. serving alcohol
  - attendee needs, e.g. protection of valuables, confidentiality
  - number and nature of entrances and exits
  - traffic patterns
- P2. participate in staff training
- P3. explain security procedures to staff, e.g. passive egress
- P4. explain security procedures for emergency situations, for example:
  - crowd control
  - evacuation
- P5. identify internal and external security communication systems and equipment, e.g. two-way radios
- P6. report and document procedures
**Competent Mid-Level Venue Managers must know:**

K1. policies and procedures  
K2. security guidelines/protocol  
K3. potential security issues  
K4. preventive security measures  
K5. legal issues and liabilities  
K6. emergency contact numbers

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**D4 - Promote Workplace Health and Safety**

**Competent Mid-Level Venue Managers must be able to:**

P1. participate in training for staff  
P2. communicate health and safety information, e.g. post warnings, provide chemical product information  
P3. conduct safety meetings  
P4. post signs, e.g. ladder safety  
P5. provide opportunities to practice emergency response procedures, e.g. fire and evacuation drills  
P6. monitor adherence to applicable legal, regulatory, and operational requirements  
P7. establish system for reporting and recording incidents

**Competent Mid-Level Venue Managers must know:**

K1. occupational health and safety legislation  
K2. layout of venue, for example, locations of:  
   - shut off mechanisms  
   - emergency exits and evacuation routes  
   - emergency equipment and first aid kits  
K3. potential workplace hazards  
K5. emergency response procedures  
K6. roles of trained personnel, e.g. fire warden, staff with First Aid training

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D5 - Manage Compliance with Workplace Health and Safety Regulations

*Competent Mid-Level Venue Managers must be able to:*  

P1. implement a health and safety strategy:  
   - set health and safety goals  
   - provide health and safety training  
   - post health and safety information  
   - compare outcomes to health and safety goals  

P2. keep up to date on legislative changes  

P3. monitor health and safety strategies  

P4. respond to incidents of non-compliance, for example:  
   - document incident  
   - take corrective action  
   - follow up to ensure compliance  

*Competent Mid-Level Venue Managers must know:*  

K1. occupational health and safety regulations

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D6 - Operate a Safe Environment

*Competent Mid-Level Venue Managers must be able to:*  

P1. contribute to the development a venue safety plan  

P2. promote a culture of health, safety and security  

P3. orient staff, contractors, and attendees on issues of health, safety and security  

P4. implement health, safety and security training, for example:  
   - provide employee training on safety and emergency guidelines  
   - communicate occupational health and safety regulations  
   - conduct injury prevention training programs  
   - conduct periodic safety drills, e.g. fire, earthquake, tornado  
   - review and update training as needed  

P5. maintain a safe work environment  
   - monitor activities for safe work practices and procedures  
   - detect health and safety infractions  
   - enforce safety guidelines
P6. establish emergency response measures, for example:
   • procedures for different types of emergencies
   • procedures for the emergency shut off of services
   • procedures for emergencies related to the supply of services
P7. ensure clear signage, e.g. labels, warning signs
   • identify needs for signage, e.g. customer request, codes, incidents
   • review signage for accuracy
   • remove obstructions to signage
P8. review inspection documents
P9. conduct inspections, for example:
   • walk through venue
   • watch for safety issues
P10. report deficiencies in venue systems, for example:
   • emergency lighting systems
   • fire detection and fire extinguishing equipment
   • emergency and first aid equipment and supplies
   • personal protective equipment (PPE)
P11. maintain occupational health and safety records and reports
   • complete incident reports, e.g. theft, altercation, illness
   • collect pertinent information, e.g. witness reports, contact information
   • file report
   • communicate to required parties
   • maintain confidentiality
P12. conduct incident investigations
P13. ensure the availability and accessibility of health and safety facilities, equipment, resources and supplies

**Competent Mid-Level Venue Managers must know:**

K1. security legislation and guidelines
K2. occupational health and safety regulations
K3. Workers Compensation Board regulations and reporting procedures
K4. legal responsibilities of employers and workers for site safety
K5. emergency preparedness strategies
K6. accident prevention strategies
K7. incident reporting and follow up

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</table>
D7 - Manage Crises and Controversies

Competent Mid-Level Venue Managers must be able to:

P1. monitor news related to venue and stakeholder environments

P2. recognize potential of incidents to escalate

P3. notify relevant personnel of situation, for example:
   - affected departments
   - PR director
   - security
   - executive management

P4. follow communication protocols, e.g. for media interaction, approved messaging

P5. consult legal counsel, if applicable

P6. gather facts to verify or dispute claims

P7. integrate control of crises and controversies into public relations strategy

P8. maintain consistent, agreed upon messages
   - messaging must reflect mission statement, goals and objectives

P9. record actions taken

P10. recommend future changes

Competent Mid-Level Venue Managers must know:

K1. communications policies and protocols

K2. public relations strategies

K3. current and emerging issues

K4. conflict resolution

K5. risk management plan

K6. business continuity plan

K7. legal requirements, e.g. public versus private rights

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E - Conduct Administrative Duties

OVERVIEW

Why is conducting administrative duties important?

- to be organized and effective

General areas of knowledge a competent Mid-Level Venue Manager must know in order to conduct administrative duties:

- types of records to maintain
- privacy guidelines

E1 - Maintain Organizational Records

Competent Mid-Level Venue Managers must be able to:

P1. organize and maintain records, e.g. enter data if required
P2. prepare, write and present reports
P3. ensure information is current and accurate
P4. keep records with confidential information in a secure location
P5. determine which documents to archive and which to discard
P6. find specific information

Competent Mid-Level Venue Managers must know:

K1. types of records, for example:
  - payroll
  - personnel
  - maintenance
  - security
  - incident reports
  - inventory
  - sales
K2. records required by law
K3. privacy legislation
K4. records required by collective agreements
K5. recordkeeping policies, procedures and methods, for example,
  - organization’s filing systems and databases
  - ticketing software
E2 - Coordinate Office Administration

*Competent Mid-Level Venue Managers must be able to:*

P1. standardize administration functions, e.g. record keeping, selecting/purchasing supplies
P2. monitor administrative functions to verify timely completion
P3. evaluate office functions and make adjustments
P4. problem solve/troubleshoot

*Competent Mid-Level Venue Managers must know:*

K1. roles and responsibilities of office staff
K2. business processes

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E3 - Write Reports

*Competent Mid-Level Venue Managers must be able to:*

P1. use computer hardware and software, e.g. customer relations management (CRM)
P2. research information, e.g. primary and secondary research, surveys, qualitative and quantitative research
P3. organize information to inform analysis
P4. identify key ideas to develop a clear message
P5. determine document purpose, audience and presentation requirements
P6. design structure and layout, considering needs of audience
P7. use language and style appropriate to audience
P8. input text and data into format
P9. edit and proofread
P10. obtain feedback and approvals, as necessary
P11. follow information management system protocols, e.g. follow file naming protocol

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Competent Mid-Level Venue Managers must know:

K1. organizational reporting requirements
K2. legal requirements, e.g. potential for liability
K3. audience
K4. research techniques and methods
K5. relevant sources of information
K6. report formats

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OVERVIEW

Why is conducting marketing and promotional activities important?

- to support brand and image
- to set competitive prices
- to define market differences
- to increase sales and market share
- to introduce new products or services
- to stimulate demand in slow periods
- to ensure profitability and company growth
- to gain or maintain industry leadership
- to create a measurable action plan
- to create demand for products and services

General areas of knowledge a competent Mid-Level Venue Manager must know in order to conduct marketing and promotional activities:

- ownership and management structure
- own role, responsibilities and level of authority
- brand marketing initiatives, if applicable
- sales opportunities, e.g. corporate campaigns
- privacy laws

F1 - Implement an Integrated Marketing Plan

Competent Mid-Level Venue Managers must be able to:

P1. identify target markets
P2. identify existing products and services designed for target markets
P3. collaborate in the development of products and services, e.g. event themed food and beverage
P4. contribute to marketing plan

Competent Mid-Level Venue Managers must know:

K1. market information, e.g. market survey, environmental analysis
K2. marketing strategies, e.g. marketing mix, use of social media, personalized marketing
K3. brand standards  
K4. market segmentation  
K5. components of a marketing plan, for example:  
  • target market  
  • situational analysis  
  • goals and objectives  
  • market positioning  
K6. marketing mediums, e.g. print advertising, social media  
K7. integrated marketing communications, e.g. harmonization of messages  
K8. marketing cost benefit analysis  
K9. events schedule and activities  
K10. internal and external resources, e.g. employee skills, outside contractors, tools  
K11. privacy laws

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**F2 - Coordinate Promotions**

*Competent Mid-Level Venue Managers must be able to:*

P1. meet requirements for each promotional activity  
P2. provide feedback about brand promotions, if applicable

*Competent Mid-Level Venue Managers must know:*

K1. brand standards  
K2. features of products and services  
K3. brand promotions and compliance expectations  
K4. selected marketing methods  
K5. cross-promotional activities

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**F3 - Meet Sponsorship Terms and Conditions**

*Competent Mid-Level Venue Managers must be able to:*

P1. ensure contract fulfilment, e.g. delivery of benefits  
P2. communicate sponsorship requirements to clients and attendees
Competent Mid-Level Venue Managers must know:

K1. sponsorship goals and targets
K2. budget limitations
K3. sponsorship protocols, e.g. preferred method of communication, contact person
K4. agreements with corporate sponsors
K5. terms and conditions of sponsorship contracts
K6. market information

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F4 - Monitor Internet Presence and Social Media Activity

Competent Mid-Level Venue Managers must be able to:

P1. monitor venue website activity, for example:
   • current information and promotions
   • website traffic
   • online booking engines

P2. monitor online presence, for example:
   • venue information
   • rates
   • availability
   • attendee reviews and comments

P3. promote venue and communicate with public, for example:
   • broadcast information
   • update content regularly
   • monitor feedback
   • respond to online questions and comments in a positive manner, e.g. on social media, third party booking sites
   • ensure social media links are up to date, e.g. on website, in email signatures, in on-site communication

Competent Mid-Level Venue Managers must know:

K1. uses of social media
K2. venue website, if applicable
K3. brand website, if applicable
K4. brand standards and compliance expectations
K5. types and uses of social media
K6. trends
F5 - Develop Sales and Marketing Plan

*Competent Mid-Level Venue Managers must be able to:*

P1. identify legal and regulatory requirements for sales
P2. set sales objectives for all products and services
  • review historical sales data
P3. identify potential target market segments
P4. choose advertising methods
P5. integrate sales plan and objectives with business strategies
P6. define targets for sales team
P7. communicate sales plan and objectives to staff

*Competent Mid-Level Venue Managers must know:*

K1. sales and marketing plan
K2. sales objectives for all products and services
K3. competitors’ sales practices

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F6 - Implement Sales Activities

*Competent Mid-Level Venue Managers must be able to:*

P1. integrate sales tactics with marketing activities, e.g. promotions, advertising
P2. use sales tools and tactics, for example:
  • qualify leads
  • conduct sales calls
  • deliver sales presentations
  • package products
  • provide sales incentives
  • overcome client objections
P3. close sales
  • negotiate sales details, e.g. cost/price, shipping fees
  • set dates for product delivery, e.g. booth set-up dates, merchandise delivery
P4. check for unauthorized on-site or remote sales activities, e.g. scalpers
F - CONDUCT MARKETING AND PROMOTIONAL ACTIVITIES

Competent Mid-Level Venue Managers must know:

K1. principles of selling, sales communication and relationship building
K2. procurement plan and process

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F7 - Engage in Public Relations Activities

Competent Mid-Level Venue Managers must be able to:

P1. define objectives for public relations strategy
P2. participate in community events and organizations, e.g. adopt a park, professional organizations, chamber of commerce
P3. identify ways to support the community, e.g. advertise community events, participate in food drives
P4. maintain relationships with local government, community and other stakeholders
P5. identify issues and trends that may affect objectives
P6. evaluate effectiveness of public relations activities

Competent Mid-Level Venue Managers must know:

K1. marketing plan and promotional activities
K2. local:
  • politics and issues
  • economy and employment
  • history and culture
  • services and suppliers
  • demographics
K3. brand standards
K4. impact of activities on local community, e.g. economic benefits

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F8 - Promote Tourism, Economic Development and Local Area

*Competent Mid-Level Venue Managers must be able to:*

P1. promote tourism, e.g. act as an ambassador, speak positively about the area
P2. provide information
P3. direct attendees to alternate attractions, if necessary
P4. ensure tourism information is accurate and up to date
P5. use promotional incentives, e.g. coupons, passes

*Competent Mid-Level Venue Managers must know:*

K1. tourism industries:
   - accommodations, e.g. bed and breakfasts, hotels, motels, campgrounds
   - food and beverage services, e.g. restaurants, pubs, catering
   - recreation and entertainment, e.g. attractions, parks, golf courses, museums
   - transportation, e.g. taxis, vehicle rentals, bus lines, airports and airlines, train stations
   - travel services, e.g. tour companies, travel agents
K2. sources of tourism related information, e.g. tourism agencies, visitor information centres, websites
K3. commonly requested information, for example:
   - walking or driving distances
   - attractions
   - events or festivals
   - shopping areas
   - medical centres
   - nearby accommodations
   - transportation, e.g. car rentals, public transit
   - restaurants and bars

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F9 - Acquire Sponsors

*Competent Mid-Level Venue Managers must be able to:*

P1. establish sponsorship levels:
   - set financial or in-kind values for sponsorship levels
   - identify benefits for each level
   - estimate cost of providing benefits
P2. obtain support of key stakeholders for proposed sponsorship arrangements

P3. identify potential sponsors, considering:
   • compatibility with venue
   • exclusivity
   • income or cost-avoidance goals
   • advertising and budget limitations

P4. produce sponsor benefit packages containing:
   • overview and history of venue
   • corporate identity to be presented, e.g. use of logos, brand standards
   • value for sponsor
   • letter of proposal
   • audience demographics

P5. contact potential sponsors:
   • identify primary decision maker or person of influence
   • determine type of support available, e.g. cash, discounts, products
   • consider how sponsors may complement each other
   • establish relationship with sponsors’ creative agencies

P6. negotiate sponsor commitment

P7. prepare contracts for sponsors, outlining:
   • details of venue
   • responsibilities of both parties, e.g. liabilities, cancellation
   • financial obligations

P8. ensure both parties have copies of signed contract

Competent Mid-Level Venue Managers must know:

K1. sponsorship goals and targets
K2. budget limitations
K3. sponsorship protocols, e.g. preferred method of communication, contact person
K4. terms and conditions of sponsorship contracts
K5. market information

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F10 - Create Incentive or Loyalty Programs

Competent Mid-Level Venue Managers must be able to:

P1. determine need for incentive or loyalty program, e.g. new client/attendee, repeat business

P2. identify motivators, for example:
   • additional move-in day
   • priority booking
   • product and service promotions
   • financial incentives
   • ticket discounts
   • priority seating
   • access to VIPs
   • free parking

P3. customize program for client or attendee:
   • be flexible
   • know limitations of organization, e.g. budgets, staffing
   • determine frequency of incentive

P4. document program offer:
   • who was offered the program
   • rationale for program
   • detail of the offer

P5. implement program

P6. evaluate impact of program, e.g. need filled, return on investment

Competent Mid-Level Venue Managers must know:

K1. market changes, e.g. demographics
K2. client relationships
K3. legislation, e.g. freedom of information request
K4. competing programs
K5. organizational resources

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G - Provide Quality Experience

OVERVIEW

Why is providing a quality experience important?

- to meet or exceed attendee expectations
- to encourage repeat business
- to comply with brand or venue standards
- to set business apart from competition
- to promote positive image of venue and hospitality industry
- to promote positive work environment
- to increase productivity and sales
- to achieve financial goals

General areas of knowledge a competent Mid-Level Venue Manager must know in order to provide a quality experience:

- own role, responsibilities and level of authority
- policies and procedures
- applicable legislation, e.g. human rights legislation, privacy act
- brand or venue standards
- loyalty programs

G1 - Create a Culture of Service

Competent Mid-Level Venue Managers must be able to:

P1. emphasize the importance of providing value to tenants and attendees
P2. train employees in customer service, for example:
  - expressing genuine interest in assisting tenants, clients, and attendees
  - recording profile information
  - anticipating needs
  - responding to requests
  - offering additional assistance when necessary
  - managing tenant, client and guest expectations
  - promoting the local area
P3. provide information about products and services, including:
  - competitive advantage
  - value statements
P4. promote loyalty and/or incentive programs, including features and benefits
P5. ensure staff understand:
   • attendee expectations
   • tenant expectations
   • their roles and responsibilities in meeting and exceeding expectations
   • venue standards of service

P6. empower staff to deliver exceptional service

Competent Mid-Level Venue Managers must know:

K1. attendee expectations
K2. tenant expectations
K3. VIP amenities
K4. information about attendees and tenants, e.g. frequent visitors
K5. attendee satisfaction survey methods
K6. strengths and weaknesses of products and services
K7. service standards
K8. brand standards
K9. competitor activities, products and services

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G2 - Monitor Venue Attendee Satisfaction

Competent Mid-Level Venue Managers must be able to:

P1. develop attendee database, e.g. through website, surveys, Customer Relationship Management (CRM) software
P2. ask for suggestions from attendees, staff and other stakeholders
P3. collect feedback about products and services, for example:
   • ask attendees about their impressions
   • provide comment cards on site
   • send link to online survey via email
   • monitor online ratings and reviews, e.g. from third party booking websites
P4. respond to feedback e.g. improve quality of products, services or staff performance

Competent Mid-Level Venue Managers must know:

K1. attendee expectations
K2. methods of surveying attendee satisfaction
K3. strengths and weaknesses of products and services
K4. service standards
K5. brand standards
K6. competitor activities, products and services

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G3 - Handle Concerns and Complaints

Competent Mid-Level Venue Managers must be able to:

P1. listen to attendee concerns or complaints:
   • paraphrase to ensure understanding
   • ask open questions for clarification

P2. empathize with attendee:
   • acknowledge inconvenience, e.g. apologize, if applicable
   • show appreciation to attendee for voicing concern or complaint

P3. remain impartial:
   • take concern or complaint seriously but not personally
   • maintain composure

P4. investigate facts, if necessary

P5. identify possible solutions:
   • consider available resources
   • ask for attendee’s input

P6. select best mutually acceptable solution:
   • notify attendee of actions to be taken
   • ensure that concern or complaint has been resolved

P7. record concern or complaint and actions taken

P8. inform superiors of concern or complaint, if required

P9. take action to prevent similar occurrences in future, e.g. address issue at staff meeting

P10. follow up with attendee, e.g. inform of action taken, confirm satisfaction

Competent Mid-Level Venue Managers must know:

K1. negotiation techniques
K2. mediation techniques
K3. brand standards
K4. policies and procedures
K5. level of authority

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H - Use Management Skills

OVERVIEW

Why is using management skills important?

- to ensure team members are aware of goals and objectives
- to develop realistic expectations of success

General areas of knowledge a competent Mid-Level Venue Manager must know in order to use management skills:

- mission, vision, values and goals
- communication skills
- negotiation skills
- own role and level of authority

H1 - Demonstrate Communication Skills

Competent Mid-Level Venue Managers must be able to:

P1. demonstrate listening skills:
   - display interest and enthusiasm
   - give speaker undivided attention
   - use appropriate body language and facial expressions, e.g. nod, smile, use appropriate eye contact
   - allow speaker to finish before responding
   - paraphrase or ask questions to clarify or confirm information

P2. demonstrate speaking skills:
   - present clear, concise and focused message
   - use language and level of formality appropriate to audience, e.g. avoid industry jargon when speaking with attendees
   - use appropriate volume, tone, inflection and speed, e.g. use empathetic tone when explaining that a product or service is not available
   - use correct grammar and pronunciation
   - avoid excessive filler words, e.g. um, like, you know, okay
   - use nonverbal communication to reinforce verbal message, e.g. pauses, eye contact
   - ensure message is understood, e.g. ask for questions
   - reword or repeat message, if necessary

P3. demonstrate writing skills:
   - use format, tone, content and style appropriate to purpose and audience
• use plain language
• use correct grammar
• consider impact of message
• ensure message is clear and complete
• proofread draft and revise as necessary
• provide support materials as needed, e.g. attachments
• ensure message is received and understood

*Competent Mid-Level Venue Managers must know:*

K1. own role, responsibilities and level of authority
K2. listener or audience information needs
K3. verbal and nonverbal communication techniques
K4. communication barriers, e.g. second-language difficulties, noisy environment
K5. diversity of individuals, e.g. characteristics, values, beliefs, behaviours, experiences
K6. available technology and resources

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### H2 - Communicate with Team

*Competent Mid-Level Venue Managers must be able to:*

P1. respect reporting protocols
P2. discuss department operations, for example:
   • staffing, budget concerns
   • report issues as required
P3. provide feedback
P4. invite discussion
P5. make changes as discussed:
   • respond within established timelines
P6. submit formal plans as required
P7. provide updates as required

*Competent Mid-Level Venue Managers must know:*

K1. roles and responsibilities of management positions
K2. roles and responsibilities of team members
K3. delegation of responsibility
K4. role within current project/venue initiative
## H3 - Make Presentations

*Competent Mid-Level Venue Managers must be able to:*

- **P1.** identify purpose of presentation
- **P2.** organize material logically
- **P3.** use language appropriate to audience
- **P4.** vary tone, volume, inflection and rate of speech
- **P5.** be accurate, clear and concise
- **P6.** use presentation aids, e.g. audio, visual, print
- **P7.** prepare support materials, e.g. brochures, pamphlets, registration forms
- **P8.** be prepared to start on time
- **P9.** interact with audience
- **P10.** keep presentation within time limit and on topic

*Competent Mid-Level Venue Managers must know:*

- **K1.** technology related to presentation, e.g. software, hardware
- **K2.** audience
- **K3.** subject matter
- **K4.** presentation styles
- **K5.** room layout
- **K6.** industry terminology

## H4 - Conduct Meetings

*Competent Mid-Level Venue Managers must be able to:*

- **P1.** prepare for meeting, for example:
  - determine purpose of meeting, e.g. to introduce policy
  - arrange details of meeting, e.g. date, time, agenda
  - distribute agenda ahead of time
  - invite input from stakeholders about topics
  - ensure room is properly set up

### Criticality Frequency Level of Difficulty Proficiency Time Dependency Autonomy

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P2. start on time  
P3. follow agenda:  
  • set parameters at beginning of meeting  
  • keep conversation on topic  
  • minimize disruptions  
  • encourage input from all participants  
  • adhere to timelines  
P4. monitor audience, e.g. look for signs of confusion, boredom, or lack of understanding  
P5. ensure minutes and details of actions to be taken are recorded, e.g. date of next meeting, policy revisions, action plan  
P6. end meeting at or before scheduled time  
P7. distribute minutes from meeting  
P8. evaluate effectiveness of meeting, for example:  
  • review agenda and goals  
  • review ideas generated  

Competent Mid-Level Venue Managers must know:  

K1. facilitation techniques  
K2. meeting procedures  
K3. purpose of meeting

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H5 - Make Decisions

Competent Mid-Level Venue Managers must be able to:  
P1. review situations that require decisions:  
  • obtain additional information, if necessary  
  • refer to previous experience for possible solutions, if applicable  
P2. assess time constraints  
P3. identify effects on other departments, e.g. human resources  
P4. make choices considering best interests of all involved, e.g. consider legal implications  
P5. request input from others as appropriate, e.g. mentors, department managers, executive committee  
P6. implement decision  
P7. communicate decision to those affected  
  • explain rationale
H - USE MANAGEMENT SKILLS

• respond to inquiries

P8. evaluate outcome:
• make adjustments as needed

P9. document details, actions taken and results, as needed

Competent Mid-Level Venue Managers must know:

K1. own level of authority, e.g. rights or powers to make independent decisions
K2. formal authority structure, e.g. whether a decision needs owner, board or other approval
K3. purpose of the decision
K4. impact on organization and departments


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H6 - Use Negotiation Skills

Competent Mid-Level Venue Managers must be able to:

P1. identify issues and time constraints
P2. identify resources and goals
P3. pursue beneficial outcomes for all parties
P4. explain viewpoint clearly
P5. listen to other parties’ viewpoints
P6. discuss options
• determine where parties are willing to compromise, and to what degree
P7. agree on viable option:
• identify action to be taken
P8. ensure action is carried out
• set deadlines, if necessary
• monitor outcomes

Competent Mid-Level Venue Managers must know:

K1. own level of authority, e.g. rights or powers to make independent decisions
K2. terms and conditions
K3. needs of each party
K4. situations requiring negotiation, e.g. contracts, leases, collective bargaining agreements

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H7 - Manage Time

*Competent Mid-Level Venue Managers must be able to:*  

P1. set short- and long-term objectives that:  
   - reflect venue goals  
   - are measurable, realistic and achievable  

P2. identify tasks to be completed for each objective  

P3. prioritize tasks  
   - make adjustments as required  

P4. set critical dates for completion of tasks, considering:  
   - other responsibilities competing for time  
   - available resources  
   - business levels, e.g. high volume versus low volume  

P5. delegate tasks as necessary  

P6. accommodate unforeseen circumstances  

P7. assess progress toward objectives:  
   - share achievements, issues, problems and solutions with management and staff  
   - identify new tasks that have arisen  

P8. make recommendations as required, e.g. when timelines cannot be met  

P9. make adjustments as required, e.g. to timelines  

*Competent Mid-Level Venue Managers must know:*  

K1. tasks that need to be completed  

K2. time management tools, e.g. software, scheduler  

K3. role of department within organization goals and objectives  

K4. capabilities and limits of self, staff and venue

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H8 - Delegate Tasks

*Competent Mid-Level Venue Managers must be able to:*  

P1. determine tasks to be delegated  

P2. choose staff member best suited to task  

P3. outline expectations, e.g. deadlines, desired results  

P4. monitor progress  

P5. ensure task is completed as required  

P6. follow up as required, e.g. provide coaching
H9 - Manage Stress

*Competent Mid-Level Venue Managers must be able to:*

P1. attend to own personal needs, e.g. physical, emotional, spiritual, family, financial
P2. balance personal and professional life
P3. recognize own limitations and those of others
P4. use stress reduction strategies, for example:
   - work within limitations
   - restrict number of tasks
   - restrict number of days worked
   - delegate tasks
   - seek assistance in task prioritization
P5. recognize the effect your stress has on others
P6. manage time and tasks effectively
P7. maintain sense of humour, e.g. be able to laugh at self
P8. establish comfortable work environment, e.g. encourage open communication

*Competent Mid-Level Venue Managers must know:*

K1. sources of personal stress
K2. sources of colleagues' stress
K3. positive strategies to mitigate stress
K4. stress management resources
K5. fatigue management resources

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I - Demonstrate Leadership Skills

OVERVIEW

Why is demonstrating leadership skills important?

– to provide clear vision for staff
– to minimize turnover
– to increase productivity
– to give staff a sense of responsibility and ownership
– to promote professionalism
– to lead by example
– to earn respect from guests, staff and community

General areas of knowledge a competent Mid-Level Venue Manager must know in order to demonstrate leadership skills:

– management structure
– own role, responsibilities and level of authority
– policies, procedures and applicable legislation

I1 - Exhibit Professionalism

Competent Mid-Level Venue Managers must be able to:

P1. maintain professional appearance, e.g. demonstrate appropriate clothing, grooming, posture

P2. model the behaviours expected of staff and managers:
   • be adaptable, e.g. respond to changing circumstances and situations
   • be respectful of others, e.g. value opinions and ideas, be friendly, use names when possible
   • be patient, e.g. listen to others without interrupting
   • be perceptive of work environment, interactions and activities
   • be proactive, e.g. anticipate attendees’ and employees’ needs
   • be innovative, e.g. find creative solutions to challenges or problems
   • be enthusiastic, e.g. display an enjoyment of work
   • be discrete, e.g. discuss work related issues away from attendees

P3. be confident in yourself and your abilities

P4. build trust and respect through interactions with staff

P5. meet commitments at set times

P6. establish relationships that promote goodwill and trust between venue and stakeholders
Competent Mid-Level Venue Managers must know:

K1. importance of a professional image
K2. brand standards
K3. organization’s expectations
K4. importance of modelling behaviour
K5. client’s expectations

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I2 - Manage with Ethics and Integrity

Competent Mid-Level Venue Managers must be able to:

P1. use ethical principles in decision making processes
P2. act with integrity toward stakeholders
P3. remain objective, e.g. set aside personal opinions and biases
P4. exhibit professional conduct on and off duty, e.g. at community functions, during non-working hours

Competent Mid-Level Venue Managers must know:

K1. brand and industry ethical standards
K2. ethical behaviour
K3. code of ethics
K4. code of professional conduct
K5. personal habits and biases

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I3 - Promote Workplace Performance

Competent Mid-Level Venue Managers must be able to:

P1. create motivational environment, for example:
   - respond to individual motivational needs
   - show appreciation for employees’ skills and knowledge
   - use positive reinforcement, e.g. provide recognition and praise
P2. provide employees with training, tools, authority and trust to effectively do their jobs
P3. establish open communication, for example:
   • seek feedback from staff, e.g. ask for suggestions
   • listen
   • be receptive to feedback
   • encourage cooperation and positive morale, e.g. promote teamwork, delegate tasks

P4. be a role model by demonstrating, for example:
   • knowledge and skills
   • team building skills
   • commitment to business and community

P5. respond appropriately, e.g. provide feedback, coach, delegate, direct, follow up

*Competent Mid-Level Venue Managers must know:

K1. staff and management strengths, limitations and potential
K2. leadership styles
K3. factors affecting workplace environment, e.g. internal, external
K4. available resources for employees

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I4 - Support Organizational Change

*Competent Mid-Level Venue Managers must be able to:*

P1. be receptive to new ideas
P2. identify reasons for change
P3. act on behalf of decision makers
P4. anticipate:
   • opportunities for change
   • challenges or barriers to change
   • possible risks provoked by change
P5. identify solutions to address challenges, barriers, or risks
P6. communicate change(s) to affected individuals, e.g. clients, governing or corporate body, staff
P7. provide information, training and support
P8. evaluate impact of change

*Competent Mid-Level Venue Managers must know:

K1. factors affecting the industry, e.g. trends, policies, technology
K2. best practices
K3. reasons for change
I5 - Encourage Inter-Departmental Collaboration

*Competent Mid-Level Venue Managers must be able to:*

**P1.** work with other departments as required  
**P2.** communicate purpose of work  
**P3.** respect employee and manager roles, responsibilities, interests and concerns  
**P4.** identify individuals’ areas of expertise and their respective roles  
**P5.** promote a positive and cooperative attitude  
**P6.** identify issues that may affect work situations and relationships  
**P7.** consult others to determine solutions, e.g. staff, senior management  
**P8.** resolve conflicts and disagreements to minimize disruptions  
**P9.** monitor effectiveness of working relationships  
**P10.** follow up as required, e.g. provide coaching

*Competent Mid-Level Venue Managers must know:*

**K1.** roles and responsibilities  
**K2.** purpose of inter-departmental collaboration  
**K3.** roles and responsibilities of other departments  
**K4.** history of relationship with other departments

<table>
<thead>
<tr>
<th>CRITICALITY</th>
<th>FREQUENCY</th>
<th>LEVEL OF DIFFICULTY</th>
<th>PROFICIENCY TIME</th>
<th>DEPENDENCY</th>
<th>AUTONOMY</th>
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</thead>
<tbody>
<tr>
<td>Very Critical</td>
<td>Circumstantial</td>
<td>Moderate</td>
<td>Ongoing</td>
<td>S/T</td>
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</table>

I6 - Participate in Continuous Learning

*Competent Mid-Level Venue Managers must be able to:*

**P1.** identify knowledge gaps and areas of interest, for example:  
  - legislation  
  - trends and issues  
  - new approaches, e.g. to the venue or hospitality sector, to management, to the workplace  
**P2.** compare standards of skills and knowledge with colleagues in other cities and countries  
**P3.** review available training and educational options, for example:  
  - formal, e.g. college or university, industry certification  
  - informal, e.g. trade publications, professional working groups, networking

<table>
<thead>
<tr>
<th>CRITICALITY</th>
<th>FREQUENCY</th>
<th>LEVEL OF DIFFICULTY</th>
<th>PROFICIENCY TIME</th>
<th>DEPENDENCY</th>
<th>AUTONOMY</th>
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</thead>
<tbody>
<tr>
<td>Critical</td>
<td>Routinely</td>
<td>Moderate</td>
<td>3 – 6 months</td>
<td>S/T</td>
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</table>
P4. pursue informal options to learn more about own organization, for example:
   • meet with staff and management in all departments
   • ask about workplace issues and concerns
   • get hands-on work experience in a variety of positions
P5. pursue formal options to advance professional development goals, for example:
   • attend courses, workshops and seminars
   • complete postsecondary program, e.g. certificate, degree
   • participate in mentorship programs
P6. be involved in the venue management industry and community, for example:
   • join industry associations
   • attend chamber of commerce functions
   • serve on committees or boards
   • sponsor events and charitable causes

Competent Mid-Level Venue Managers must know:

K1. educational institutions
K2. learning opportunities
K3. learning resources, e.g. publications, trade associations
K4. applicable industry associations and community organizations

<table>
<thead>
<tr>
<th>CRITICALITY</th>
<th>FREQUENCY</th>
<th>LEVEL OF DIFFICULTY</th>
<th>PROFICIENCY TIME</th>
<th>DEPENDENCY</th>
<th>AUTONOMY</th>
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<td>Somewhat Critical</td>
<td>Circumstantial</td>
<td>Moderate</td>
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## GLOSSARY

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Attendee</td>
<td>a person who attends an event at the venue, sometimes referred to as a delegate, customer or guest</td>
</tr>
<tr>
<td>Client</td>
<td>a person who purchases goods or services from the venue</td>
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<tr>
<td>Rider</td>
<td>additional clause in a performer’s contract stipulating special requirements, e.g. travel arrangements, dressing rooms, technical equipment</td>
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<tr>
<td>Sponsor</td>
<td>persons or organization underwriting all or part of the cost of an event; sponsors may or may not participate in any profit from the event; may receive visibility, advertising or other remuneration in lieu of cash</td>
</tr>
<tr>
<td>Supplier</td>
<td>facility, company, agency or person offering space, goods, or services</td>
</tr>
<tr>
<td>Contractor</td>
<td>an individual or organization providing services to an event or to the venue</td>
</tr>
</tbody>
</table>
### CORE COMPETENCIES SUMMARY CHART

<table>
<thead>
<tr>
<th></th>
<th>A.1</th>
<th>A.2</th>
<th>A.3</th>
<th>A.4</th>
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<tbody>
<tr>
<td></td>
<td>A.5</td>
<td>A.6</td>
<td>A.7</td>
<td>A.8</td>
</tr>
<tr>
<td>A</td>
<td>Oversee Maintenance of Facilities and Equipment</td>
<td>Oversee Service Contracts</td>
<td>Comply with Collective Agreements</td>
<td>Comply with Legislation and Regulatory Requirements</td>
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<td></td>
<td>A.9</td>
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<tr>
<td></td>
<td>Demonstrate Environmental Responsibility</td>
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<td>B</td>
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<td>B</td>
<td>B.1</td>
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<td>B.3</td>
<td>B.4</td>
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<tr>
<td>B</td>
<td>Perform Situational Analysis</td>
<td>Develop Concepts for Products and Services</td>
<td>Assist in the Development of a Capital Plan</td>
<td>Manage Implementation of Capital Projects</td>
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<tr>
<td></td>
<td>B.5</td>
<td>B.6</td>
<td>B.7</td>
<td>B.8</td>
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<tr>
<td>B</td>
<td>Plan Project</td>
<td>Supervise Project Implementation</td>
<td>Procure Services, Contract Suppliers</td>
<td>Create Budgets</td>
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<td></td>
<td>B.9</td>
<td>B.10</td>
<td>B.11</td>
<td>B.12</td>
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<tr>
<td>B</td>
<td>Manage Budgets</td>
<td>Manage Supplier Contracts</td>
<td>Promote Sustainable Practices</td>
<td>Control Expenses</td>
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<tr>
<td></td>
<td>B.13</td>
<td>B.14</td>
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<tr>
<td></td>
<td>Optimize Revenues</td>
<td>Settle/Reconcile Events</td>
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<tr>
<td>C</td>
<td>Manage People</td>
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<td>C.1</td>
<td>C.2</td>
<td>C.3</td>
<td>C.4</td>
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<tr>
<td>Prepare Event Staffing Plan</td>
<td>Determine Normal Staffing Requirements</td>
<td>Develop Scheduling Guidelines</td>
<td>Monitor Staffing Plan</td>
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<td>C.5</td>
<td>C.6</td>
<td>C.7</td>
<td>C.8</td>
<td></td>
</tr>
<tr>
<td>Recruit Employees and/or Volunteers</td>
<td>Facilitate Employee or Volunteer Orientation</td>
<td>Develop Standard Operating Procedures and Guideline Manuals</td>
<td>Assess Training Needs</td>
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<td>C.9</td>
<td>C.10</td>
<td>C.11</td>
<td>C.12</td>
<td></td>
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<tr>
<td>Develop Training Programs</td>
<td>Deliver Employees or Volunteer Training</td>
<td>Evaluate Effectiveness of Training</td>
<td>Coach Staff</td>
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<tr>
<td>C.13</td>
<td>C.14</td>
<td>C.15</td>
<td>C.16</td>
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<tr>
<td>Develop Performance Management Plan</td>
<td>Conduct Performance Reviews</td>
<td>Apply Reward and Disciplinary Practices</td>
<td>Manage Staff Layoffs, Terminations and Resignations</td>
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<tr>
<td>C.17</td>
<td>C.18</td>
<td>C.19</td>
<td>C.20</td>
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<tr>
<td>Manage Workplace Diversity</td>
<td>Maintain Positive Workplace Environment</td>
<td>Follow Payroll System Requirements</td>
<td>Control Payroll Expenses</td>
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<table>
<thead>
<tr>
<th>D</th>
<th>Manage Risk</th>
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<tbody>
<tr>
<td>D.1</td>
<td>D.2</td>
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<tr>
<td>Contribute to Risk Assessment</td>
<td>Eliminate or Control Business Risk</td>
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<td>D.5</td>
<td>D.6</td>
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<tr>
<td>Manage Compliance with Workplace Health and Safety Regulations</td>
<td>Operate a Safe Environment</td>
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<tr>
<td>Conduct Administrative Duties</td>
<td>E.1</td>
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<tr>
<td>------------------------------</td>
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<tr>
<td>Maintain Organizational Records</td>
<td>Coordinate Office Administration</td>
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<table>
<thead>
<tr>
<th>Conduct Marketing and Promotional Activities</th>
<th>F.1</th>
<th>F.2</th>
<th>F.3</th>
<th>F.4</th>
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<tbody>
<tr>
<td>Implement an Integrated Marketing Plan</td>
<td>Coordinate Promotions</td>
<td>Meet Sponsorship Terms and Conditions</td>
<td>Monitor Internet Presence and Social Media Activity</td>
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<td>F.5</td>
<td>F.6</td>
<td>F.7</td>
<td>F.8</td>
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<tr>
<td>Develop Sales and Marketing Plan</td>
<td>Implement Sales Activities</td>
<td>Engage in Public Relations Activities</td>
<td>Promote Tourism, Economic Development and Local Area</td>
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<tr>
<td>F.9</td>
<td>F.10</td>
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<td></td>
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<tr>
<td>Acquire Sponsors</td>
<td>Create Incentive or Loyalty Programs</td>
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</table>

<table>
<thead>
<tr>
<th>Provide Quality Experience</th>
<th>G.1</th>
<th>G.2</th>
<th>G.3</th>
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<tbody>
<tr>
<td>Create a Culture of Service</td>
<td>Monitor Venue Attendee Satisfaction</td>
<td>Handle Concerns and Complaints</td>
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<table>
<thead>
<tr>
<th>Use Management Skills</th>
<th>H.1</th>
<th>H.2</th>
<th>H.3</th>
<th>H.4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrate Communication Skills</td>
<td>Communicate with Team</td>
<td>Make Presentations</td>
<td>Conduct Meetings</td>
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<tr>
<td>H.5</td>
<td>H.6</td>
<td>H.7</td>
<td>H.8</td>
<td></td>
</tr>
<tr>
<td>Make Decisions</td>
<td>Use Negotiation Skills</td>
<td>Manage Time</td>
<td>Delegate Tasks</td>
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<tr>
<td>H.9</td>
<td></td>
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<tr>
<td>Manage Stress</td>
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## Demonstrate Leadership Skills

<table>
<thead>
<tr>
<th></th>
<th>I.1</th>
<th>I.2</th>
<th>I.3</th>
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<tbody>
<tr>
<td>I</td>
<td>Exhibit Professionalism</td>
<td>Manage with Ethics and Integrity</td>
<td>Promote Workplace Performance</td>
<td>Support Organizational Change</td>
</tr>
<tr>
<td>I.5</td>
<td>Encourage Inter-Departmental Collaboration</td>
<td>Participate in Continuous Learning</td>
<td></td>
<td></td>
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</tbody>
</table>

- **I.1**: Exhibit Professionalism
- **I.2**: Manage with Ethics and Integrity
- **I.3**: Promote Workplace Performance
- **I.4**: Support Organizational Change
- **I.5**: Encourage Inter-Departmental Collaboration
- **I.6**: Participate in Continuous Learning
KEY REFERENCE MATERIAL

A1: CANADIAN TOURISM HUMAN RESOURCE COUNCIL. NATIONAL OCCUPATIONAL STANDARDS:

- Event Co-ordinator 2.1
- Event Management International 1.0
- Food and Beverage Management International Competency Standards
- Hotel General Manager

A2: SAMPLE JOB ADVERTISEMENTS

FIFA Women’s World Cup Canada 2015 http://www.canadasoccer.com/files/Venue_Manager_Ticketing_and_Hospitality_FINAL_NB.pdf


Toronto 2015 Pan Am/Parapan Am Games http://www.toronto2015.org/employment-opportunities

Portland Expo Centre https://www.governmentjobs.com/jobs/921352/operations-manager-portland-expo-center

A3: INTERNET RESEARCH RESOURCE LIST

Occupational Definition and Scope


O*Net Online http://www.onetonline.org/link/summary/11-1021.00

Prospects http://www.prospects.ac.uk/conference_centre_manager_job_description.htm

International Qualifications
International Association of Exhibitions and Events http://www.iaee.com/cem/

International Facility Management Association http://www.ifma.org/professional-development/credentials/certified-facility-manager-cfm


Training Programs


Ice Arena Institute of Management http://www.iaim-online.org/coursework/

Event & Venue Management Institute http://www.evmi.org/courses

International Centre for Sport Security

Post-Secondary Programs

The University of North Carolina at Chapel Hill – B.A. in Sport Administration
http://exss.unc.edu/undergraduate-program/ba-sport-administration/course-descriptions/

The University of North Carolina at Chapel Hill – M.A. in Sport Administration
http://www.uncsportadministration.com/#!coursework/cxv2

University of Central Florida – M.S. in Sport Business Management
http://www.bus.ucf.edu/sportbusiness/?page=929

Gonzaga University – M.A. Sport & Athletic Administration
http://www.gonzaga.edu/academics/colleges+and+schools/School-of-Education/Majors-Programs/Sport-and-Physical-Education/M.A.-Sport-and-Athletic-Administration/default.asp

Brock University – Bachelor of Sport Management
http://www.brocku.ca/webcal/2014/undergrad/spma.html#SPMA_3P08

Laurentian University – Honours Bachelor of Commerce in Sports Administration
http://laurentian.ca/program/sports-administration

Niagara College – Sport Management Ontario College Advanced Diploma
http://www.niagaracollege.ca/content/Programs/FulltimeStudies/BusinessandManagement/SportManagement.aspx

University of Missouri
http://catalog.missouri.edu/undergraduategraduate/collegeofagriculturefoodandnaturalresources/hospitalitymanagement/bs-hospitality-management-emphasis-sport-venue-management/

University of New Haven
http://catalog.newhaven.edu/preview_program.php?catoid=5&poid=706&returnto=663

Syracuse University, Falk College of Sport and Human Dynamics
http://falk.syr.edu/sportmanagement/MastersProgram.aspx
Greenwich Community College  
http://www2.gre.ac.uk/study/courses/fd/bus/n891

Bucks New University (Buckinghamshire University)  
http://bucks.ac.uk/courses/undergraduate/BS1STA1FW/#.U9j2LfIdW0d

University College of Football Business  
http://www.ucfb.com/degrees/degree/ba-hons-stadium-events-management

Trebas Institute  

**Industry Associations**

Venue Management Association (VMA) http://www.vma.org.au/

The European Stadium and Safety Management Association (ESSMA) http://www.essma.eu/en/

International Association of Conference Centres (IACC) http://www.iacconline.org/

International Association of Convention Centres (AIPC) http://www.aipc.org/

International Congress and Convention Association http://www.iccaworld.com/

European Association of Event Centres (EVVC) http://www.evvc.org/en/startseite/

European Major Exhibition Centres Association (EMECA) http://www.emeca.eu/

Sport Management Association of Australia and New Zealand http://www.smaanz.org/

Stadium Managers Association http://www.stadiummanagers.org/

Association of Event Venues (AEV) http://www.aev.org.uk/page.cfm/Link=7/t=m/goSection=3

Convention Centres of Canada http://www.conventioncentrescanada.com/

Vereinigung deutsher Stadionbetreiber http://www.stadionbetreiber.de/

Ontario Recreation Facilities Association http://www.orfa.com/about


National Arenas Association http://www.nationalarenasassociation.com/

The Alberta Association of Recreation Facility Personnel http://www.aarfp.com/cgi-bin/courses.cgi