

VENUE PROFESSIONAL COMPETENCY STANDARDS



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International Association of Venue Managers

Venue Professional Competency Standards (2014) V.1

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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

<ul style="list-style-type: none"> - Manager - Coordinator - Technical Director - Management Event Supervisor - Assistant General Manager - Assistant Event Manager - Associate Manager/Stadium Operations and Event Manager 	<ul style="list-style-type: none"> - Director - Associate Director - Assistant Director - Senior Events Manager - Event Coordinator - Guest Services Supervisor - Assistant GM/Director of Event Booking
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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:

<ul style="list-style-type: none"> - Performing Arts Facilities - Convention Centres - Stadiums - Exhibition Centres 	<ul style="list-style-type: none"> - Arenas - Amphitheatres - Conference Centres - Special Event Facilities
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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.



Within this overall structure, the profile contains nine major competency categories: [1] Manage Operations, [2] Manage Resources, [3] Manage People, [4] Manage Risk, [5] Conduct Administrative Duties [6] Conduct Marketing and Promotion, [7] Provide Quality Experience, [8] Use Management Skills, and [9] Demonstrate Leadership. Each of these categories contains statements that describe what a competent venue professional must know and what they must be able to do. The statements are written to be inclusive of the range of work contexts and the diversity of clients.

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



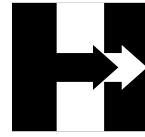
Frequency



Level of Difficulty



Time to be Proficient



Dependency



Autonomy

- **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

Criticality	Frequency	Level of Difficulty	Time to be Proficient	Dependency	Autonomy
1 Not critical, No risk	Defined by period of time, e.g. every three months, weekly, daily, hourly OR Defined by specific circumstance, e.g.:	1 Not difficult	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.	Recommended other skills that a candidate or worker should have in order to perform the skill effectively.	OVERSIGHT
2 Somewhat Critical, Minimal Risk		2 Minimal difficulty or complexity			N Performance expected without supervision
3 Critical, Moderate Risk	3 Moderate difficulty or complexity	S Expected to be performed under supervision			
4 Very Critical, High, Probable Risk	<ul style="list-style-type: none"> • Routinely, regular course of procedure • Occasionally • Unexpectedly, when emergency arises • Per project or contract • Specific, special circumstance 	4 Very difficult, challenging			AUTONOMY
5 Extremely Critical, Severe Risk	5 Intense, highly complex	5 Intense, highly complex			A Perform alone, without assistance

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	6 – 12 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	6 – 12 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	6 – 12 months		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	1 – 2 years		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Occasionally	Moderate	6 – 12 months		S/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Moderate	6 – 12 months	B10	N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Moderate	Ongoing		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	1 – 2 years		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Somewhat Critical	Occasionally	Minimal	3 – 6 months		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Occasionally	Moderate	6 – 12 months	A3, C4	N/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Moderate	Ongoing		S/A

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

- 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Circumstantial	Moderate	6 – 12 months		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Circumstantial	Very Difficult	1 – 2 years		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Per Project	Minimal	6 – 12 months		N/A

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

Competent Mid-Level Venue Managers must know:

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Per Project	Moderate	1 year		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Moderate	1 year		S/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Occasionally	Moderate	1 year		S/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	6 – 12 months		S/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	6 – 12 months		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Somewhat Critical	Occasionally	Minimal	1 – 3 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	3 – 6 months	B9, C1, C4	S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	6 – 12 months	B7, H6	S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Per Project	Very Difficult	6 – 12 months		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Per Project	Moderate	1 year		N/T

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:

- 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Occasionally	Moderate	1 year		S/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Minimal	3 – 6 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Moderate	Routinely	Moderate	Ongoing		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Moderate	1 – 2 years		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Somewhat Critical	Occasionally	Minimal	1 – 3 months		N/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Occasionally	Very Difficult	6 – 12 months		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	6 – 12 months		N/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Occasionally	Moderate	1 – 2 years		N/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Extremely Critical	Occasionally	Moderate	6 – 12 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Very Difficult	1 year	C11	N/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	6 – 12 months		N/T

C13 - Develop Performance Management Plan /Apply Staff Development Plan

Competent Mid-Level Venue Managers 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

Competent Mid-Level Venue Managers 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Circumstantial	Very Difficult	1 – 2 years		S/T

C14 - Conduct Performance Reviews

Competent Mid-Level Venue Managers 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

Competent Mid-Level Venue Managers 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Minimal	6 – 12 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Minimal	1 – 2 years		S/T

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

- equipment
- 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Circumstantial	Moderate	1 – 2 years		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	6 – 12 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	3 – 6 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	3 – 6 months	E1	S/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	6 – 12 months	C1, C2, C4	S/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Occasionally	Very Difficult	6 – 12 months		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Very Difficult	1 year		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Extremely Critical	Routinely	Moderate	1 – 2 years		S/T

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
- K4. Workplace Hazardous Materials Information System (WHMIS)
- K5. emergency response procedures
- K6. roles of trained personnel, e.g. fire warden, staff with First Aid training

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	1 – 2 years	C10	A/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Extremely Critical	Routinely	Very Difficult	6 – 12 months		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Extremely Critical	Routinely	Very Difficult	Ongoing	C10	S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Extremely Critical	Circumstantial	Very Difficult	Ongoing	I1, H1	S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	1 – 3 months		N/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Somewhat Critical	Routinely	Minimal	3 – 6 months		N/A

E3 - Write Reports

Competent Mid-Level Venue Managers must be able to:

- P1. P1.use computer hardware and software, e.g. customer relations management (CRM)
- P2. P2.research information, e.g. primary and secondary research, surveys, qualitative and quantitative research
- P3. P3.organize information to inform analysis
- P4. 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

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Somewhat Critical	Occasionally	Moderate	3 – 6 months		N/A

F - Conduct Marketing and Promotional Activities

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Per Project	Very Difficult	1 year		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Moderate	6 – 12 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	3 – 6 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Minimal	3 – 6 months		N/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Per Project	Very Difficult	1 year		N/A

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

- P5. monitor and evaluate success of sales plan, e.g. compare key performance indicators and sales targets
- P6. make adjustments to sales plan as required, e.g. adjust timelines or sales targets
- P7. communicate changes to sales plan to key stakeholders and sales staff
- P8. identify and correct breaches of legal, regulatory, ethical and social requirements:
 - examine causes and take corrective action or re-examine requirements
- P9. monitor sales documentation

Competent Mid-Level Venue Managers must know:

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	1 year	F5	N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Moderate	Ongoing		S/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Minimal	Ongoing		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Circumstantial	Very Difficult	1 – 2 years		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Moderate	6 – 12 months		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	Ongoing		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Minimal	3 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Minimal	3 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Minimal	3 months		N/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	3 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Somewhat Critical	Occasionally	Moderate	3 – 6 months		N/A

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

- 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Moderate	6 – 12 months		N/T

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

- 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	1 – 3 months		S/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	1 – 3 months		S/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	3 – 6 months		N/A

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

Competent Mid-Level Venue Managers must know:

- K1. requirements of the task, e.g. time, skills, knowledge
- K2. individual workloads
- K3. individual motivators
- K4. staff capabilities

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	6 – 12 months		N/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Occasionally	Moderate	Ongoing		N/A

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	1 – 3 months		N/A

12 - 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	3 – 6 months		S/A

13 - 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Routinely	Moderate	3 – 6 months		N/T

14 - 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Very Critical	Circumstantial	Moderate	Ongoing		S/T

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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Critical	Routinely	Moderate	3 – 6 months		S/T

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

- 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

CRITICALITY	FREQUENCY	LEVEL OF DIFFICULTY	PROFICIENCY TIME	DEPENDENCY	AUTONOMY
Somewhat Critical	Circumstantial	Moderate	Ongoing		N/A

Appendices

GLOSSARY

Attendee	a person who attends an event at the venue, sometimes referred to as a delegate, customer or guest
Client	a person who purchases goods or services from the venue
Rider	additional clause in a performer's contract stipulating special requirements, e.g. travel arrangements, dressing rooms, technical equipment
Sponsor	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
Supplier	facility, company, agency or person offering space, goods, or services
Contractor	an individual or organization providing services to an event or to the venue

CORE COMPETENCIES SUMMARY CHART

A Manage Operations	A.1	A.2	A.3	A.4
	Maintain Standards, Policies and Procedures	Maintain Venue Outlets, Retail and Vendor Services	Maintain Daily Operations	Monitor Event Operations
	A.5	A.6	A.7	A.8
	Oversee Maintenance of Facilities and Equipment	Oversee Service Contracts	Comply with Collective Agreements	Comply with Legislation and Regulatory Requirements
	A.9			
	Demonstrate Environmental Responsibility			
B Manage Resources	B.1	B.2	B.3	B.4
	Perform Situational Analysis	Develop Concepts for Products and Services	Assist in the Development of a Capital Plan	Manage Implementation of Capital Projects
	B.5	B.6	B.7	B.8
	Plan Project	Supervise Project Implementation	Procure Services, Contract Suppliers	Create Budgets
	B.9	B.10	B.11	B.12
	Manage Budgets	Manage Supplier Contracts	Promote Sustainable Practices	Control Expenses
	B.13	B.14		
	Optimize Revenues	Settle/Reconcile Events		

C Manage People	C.1	C.2	C.3	C.4
	Prepare Event Staffing Plan	Determine Normal Staffing Requirements	Develop Scheduling Guidelines	Monitor Staffing Plan
	C.5	C.6	C.7	C.8
	Recruit Employees and/or Volunteers	Facilitate Employee or Volunteer Orientation	Develop Standard Operating Procedures and Guideline Manuals	Assess Training Needs
	C.9	C.10	C.11	C.12
	Develop Training Programs	Deliver Employees or Volunteer Training	Evaluate Effectiveness of Training	Coach Staff
	C.13	C.14	C.15	C.16
	Develop Performance Management Plan	Conduct Performance Reviews	Apply Reward and Disciplinary Practices	Manage Staff Layoffs, Terminations and Resignations
	C.17	C.18	C.19	C.20
	Manage Workplace Diversity	Maintain Positive Workplace Environment	Follow Payroll System Requirements	Control Payroll Expenses
D Manage Risk	D.1	D.2	D.3	D.4
	Contribute to Risk Assessment	Eliminate or Control Business Risk	Implement Security Measures	Promote Workplace Health and Safety
	D.5	D.6	D.7	
	Manage Compliance with Workplace Health and Safety Regulations	Operate a Safe Environment	Manage Crises and Controversies	

E Conduct Administrative Duties	E.1	E.2	E.3	
	Maintain Organizational Records	Coordinate Office Administration	Write Reports	
F Conduct Marketing and Promotional Activities	F.1	F.2	F.3	F.4
	Implement an Integrated Marketing Plan	Coordinate Promotions	Meet Sponsorship Terms and Conditions	Monitor Internet Presence and Social Media Activity
	F.5	F.6	F.7	F.8
	Develop Sales and Marketing Plan	Implement Sales Activities	Engage in Public Relations Activities	Promote Tourism, Economic Development and Local Area
	F.9	F.10		
	Acquire Sponsors	Create Incentive or Loyalty Programs		
G Provide Quality Experience	G.1	G.2	G.3	
	Create a Culture of Service	Monitor Venue Attendee Satisfaction	Handle Concerns and Complaints	
H Use Management Skills	H.1	H.2	H.3	H.4
	Demonstrate Communication Skills	Communicate with Team	Make Presentations	Conduct Meetings
	H.5	H.6	H.7	H.8
	Make Decisions	Use Negotiation Skills	Manage Time	Delegate Tasks
	H.9			
	Manage Stress			

	I.1	I.2	I.3	I.4
I Demonstrate Leadership Skills	Exhibit Professionalism	Manage with Ethics and Integrity	Promote Workplace Performance	Support Organizational Change
	I.5	I.6		
	Encourage Inter-Departmental Collaboration	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

AFC Asian Cup Australia 2015 <http://www.sportspeople.com.au/sp/position/PositionDisplay.asp?ID=29646>

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

Standard Occupation Classification <http://www.bls.gov/soc/2010/soc119051.htm> ; <http://www.bls.gov/soc/2010/soc111021.htm>

International Standard Classification of Occupations – Structure, group definitions and correspondence tables <http://www.ilo.org/public/english/bureau/stat/isco/isco08/index.htm>

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>

The National Centre for Spectator Sports Safety and Security <https://www.ncs4.com/csvs>

Venue Management Association <http://www.vma.org.au/news/accredited-venue-manager-avm>

Training Programs

Responsible Management of Licensed Venues <http://www.rmlv.com.au/course-details/rmlv-course>

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
<http://www.theicss.org/services/training/stadium-safety-and-security-management/>

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/#.U9j2LfldW0d>

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

Trebas Institute
<http://www.trebas.com/film-audio-school-toronto/event-management-courses-toronto/event-venue-management-training/>

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 deutscher Stadionbetreiber <http://www.stadionbetreiber.de/>

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

Texas Association of Venues and Facilities <http://www.txavf.com/index.php/about-us/our-company>

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

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

