



2010
CERTIFIED FACILITIES EXECUTIVE
PROGRAM INFORMATION
AND APPLICATION

*Completed application forms and the written essay must be received by IAAM
no later than February 1.*



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IAAM CERTIFIED FACILITIES EXECUTIVE

2010 PROGRAM INFORMATION

AND APPLICATION

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

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

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

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

**Completed application forms and the written essay must be received by IAAM
no later than February 1.**

INFORMATION FOR PROSPECTIVE CANDIDATES FOR THE CFE PROGRAM

WHY CERTIFICATION?

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

THE CFE MESSAGE: SKILL, COMMITMENT, GROWTH

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

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

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

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

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

THREE STEPS TO CERTIFICATION

STEP ONE: EXPERIENCE, PROFESSIONAL DEVELOPMENT, AND SERVICE

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

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

The program fee is US\$400 (\$600 non-member). Applications and all accompanying material must be received by February 1, 2010. A check or credit card payment in the corresponding amount, payable to the *International Association of Assembly Managers* must accompany the application. This fee covers administrative costs and the plaque awarded to Certified Facilities Executives upon acceptance. If your application is rejected, your application fee, less a \$50 processing fee, will be refunded.

STEP TWO: THE WRITTEN EXAMINATION

Individuals whose applications and philosophy of public assembly facility management essays are accepted become candidates for the Certified Facility Executive designation. Candidates receive written notification from the Chair of the Certification Board or his/her designee that they will be allowed to sit for the written examination. The examination covers basic knowledge regarding the overall management of public assembly facilities, including arenas, stadiums, convention centers and performing arts venues. A list of Suggested Study Materials for the CFE Written Examination is included in this package.

STEP THREE: THE ORAL INTERVIEW

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

All three steps must be successfully completed to attain certification.

THE CFE TIMETABLE

The points for work experience and service can be accumulated over any span of time. Once the candidate feels he/she has amassed the necessary point totals, he/she should submit the completed application along with the written essay and the required fee of US\$400 (US\$600 for non-members.)

- Application deadline is February 1, 2010. Applications will be reviewed by the Certification Board upon receipt. Written essays will be rated on a pass or fail basis unless the essays are requested to be resubmitted. Once resubmitted, the essays will then be reviewed by the Certification Board and rated on a pass or fail basis.
- Arrangements can be made for the written examination to be administered at a local testing center, usually to be scheduled between March 1 and April 15. Completed written exams must be returned to the IAAM World Headquarters a minimum of 40 days prior to anticipated oral interview date.
- Oral interviews can be conducted at the Annual Conference & Trade Show, IAAM World Headquarters during the Board's October meeting, the Senior Executive Symposium in June and the IAAM-VMA Asia Annual Congress in May. For those wishing to sit for the Oral Interviews during the IAAM-VMA Annual Congress in May, the interview can be conducted via Video Conferencing for an additional administrative fee of US\$250 payable prior to scheduling the oral interview.
- Applicants will be notified of their status during each step of the process. An individual officially becomes a candidate for the CFE after his or her application and written essay are approved by the Certification Board; applicants are notified of the status of their application by March 1. Preliminary scores of the written exam will be sent to candidates within four weeks after exam submittal. Invitations to sit for the oral interview will be made following the final grading and validation, which will be approximately four weeks prior to the oral interview date selected on the application.
- Following the oral interview, candidates will be informed of the decision of the Certification Board regarding their certification, usually within two days.
- Candidates who fail the written examination may retake the failed step during the next calendar year by submitting a written request to IAAM Headquarters by the submission deadline for new applications for that year. Candidates who fail the written exam three times will be required to submit a new application form, fees and meet all eligibility requirements in effect at the time of the application. Any retake of the exam must be completed within three years of the original written exam.
- Candidates who fail the oral interview will be allowed to reattempt this step at the next time oral interviews are conducted. Candidates who fail the oral interview two times will not be allowed to reattempt any sooner than 12 months from the date of the second failed attempt. Candidates who fail the oral interview three times will be required to resubmit a new application form, fees and meet all eligibility requirements in effect at the time of the application. The oral interview must be completed within five years from the beginning of the certification process.
- Candidates are allowed five years from application submission date to complete the CFE process. If candidate is unable to complete within five years, the candidate must submit a new application, fee and meet all eligibility requirements in effect at the time of application.

STEP ONE: THE APPLICATION PROCESS

THE APPLICATION FORM

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

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

- Higher Education and Certification
- Public Assembly Facility Management Experience
- Continuing Education
- Facility-Intensive Education Programs
- Teaching/Program Participation
- Publication of Written Works
- Professional and Community Activities

To qualify as a candidate for certification, a facility executive must first have seven years of experience in the top two levels of management at a public assembly facility and be a graduate of a four-year college or university. Additional public assembly facility management experience may be substituted year-for-year for the educational requirement.

HIGHER EDUCATION

100 points maximum, 40 points minimum

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

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

**not culminating in terminal degree*

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

CERTIFICATION

The Certification Board will consider allowing up to 15 points for certification from related professional group, such as Certified Fairs Executive or Certified Public Accountant. Contact the CFE Administrator for more information.

PUBLIC ASSEMBLY FACILITY MANAGEMENT EXPERIENCE

190 points maximum, 84 points minimum

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

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

CONTINUING EDUCATION

70 points maximum, 15 points minimum

Public Assembly Facility Management or Facility Management Seminars or Conferences.....	5 points per program
Management Seminars or Conferences (non-facility).....	2 points per program
Public Assembly Facility Management or Facility Management Audioconference.....	2 points per program
Management Audioconference (non-facility).....	1 point per program
IAAM Core Tracks.....	4 points per completed track

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

Facility Management Seminars/Conferences

5 points per meeting

- IAAM International Crowd Management Conference
- IAAM Arena Management Conference
- IAAM International Stadium Managers Conference
- IAAM University Venue Management Conference
- IAAM Performing Arts Managers Conference
(Formerly Performing Arts Facility Administrators Seminar)
- IAAM District Meeting or Conference
- IAAM International Convention Center Conference
- IAAM District Operations/Support Staff Seminar
- IAAM Annual Conference & Trade Show
- IAAM-Venue Management Association Annual Congress
- Stadium Managers Seminar
- *Pollstar* Concert Industry Consortium
- *Amusement Business* Magazine's Event Sponsorship Seminar
- Sports Summit Meeting
- Association for Convention Operations Management (ACOM) Annual Conference
- European Federation of Conference Towns Annual Conference
- Event Venue Association of New Zealand (EVANZ)
- International Association of Municipal, Sports and Multipurpose Centres (VDSM)
Annual Meeting
- RECMAN Exhibition and Conference
- Arena Marketing Conference
- Annual Conferences of related associations: International Society for the Performing Arts (ISPA); Association of Performing Arts Presenters (APAP); International Ticketing Association (INTIX); Professional Convention Management Association (PCMA); Meeting Professional International (MPI); Religious Conference Management Association (RCMA); International Association for Exhibition Management (IAEM); Destination Marketing Association International (DMAI) formerly the International Association of Convention and Visitors Bureaus (IACVB); American Society of Association Executives (ASAE); National Coalition of Black Meetings Planners (NCBMP); Association of Luxury Suite Directors (ALSD); or League of Historic American Theaters (LHAT).

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

FACILITY-INTENSIVE EDUCATION PROGRAMS

100 points maximum, 20 points minimum

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

Facility-Intensive Education Programs

- AVSS 2 year program – 1 week each *(20 points per year completed)*
- IAAM Public Assembly Facility Management School @ Oglebay *(20 points per year completed)*
- IAAM Senior Executive Symposium *(20 points per program)*
- 2001 IAAM Leadership Institute *(20 points per program)*
- Graduate Institute *(20 points per program)*
- Public Venue Management School *(20 points per program)*

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

TEACHING/PROGRAM PARTICIPATION

50 points maximum, 0 points minimum

Public Assembly Facility Management or Facility Management Seminars or Conferences....5 points per session
 Management Seminars or Conferences (non-facility).....2 points per session
 Facility-Intensive Education Programs.....15 points per program

PUBLICATION OF WRITTEN WORKS

50 points maximum, 6 points minimum

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

PROFESSIONAL AND COMMUNITY ACTIVITIES

40 points maximum, 2 points minimum

Professional Organizations

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

Local/Community Organizations

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

REFERENCES

Each applicant will be requested to submit the names of references who may be contacted for comments relative to the attitude and regard of the community for the candidate’s facility and its management. Such comments will be solicited by the Certification Board *only* after the candidate has been approved in all other divisions for certification.

CODE OF ETHICS

Each applicant will be required to affirm acceptance of and commitment to the IAAM Code of Ethics. The IAAM Code of Ethics is included in this package.

THE WRITTEN ESSAY

Applicants also are required to submit a written essay and receive a satisfactory score from the Certification Board. The essay should be a minimum of six pages, outlining the applicant's philosophy of management for areas that include the administration and management of public facilities; personnel and labor relations; marketing; finance and contracts; maintenance and security; event staging and production; and food, beverage and other ancillary services. Instructions for writing the essay are found below. The Certification Board will grade the essays on a pass or fail basis unless the essays are requested to be resubmitted. Once resubmitted, they will then be reviewed by the Certification Board and rated on a pass or fail basis.

INSTRUCTIONS

The purpose of the essay is to give applicants an opportunity to share their knowledge and opinions on a selection of topics. Please answer each of the questions listed below. The questions are intentionally opened ended and cover broad topics. Most require you to distill your thoughts into a brief statement of fundamental beliefs, tenets or operating principles.

Your resume and CFE application provide us with specifics about your work experience and professional development. In the essay, please avoid overemphasizing your work experience. It also is not expected that you have had functional responsibility in each area. Board members are looking for a concise description of your working philosophy or principles of managing the various areas identified in the questions below.

REQUIREMENTS

- Essays must be typed and submitted via email to Keri.Obleton@iaam.org by **February 1**.
- Essays must be a minimum of six pages and a maximum of 10 pages, assuming single spacing with 11 or 12-point type and one inch margins. (approximately 3000-6000 words)
- Essays should include (1.) an introduction, (2.) conclusion and (3.) responses to all of the questions below *in your own words*. Each section should have a subheading.
- Pages must be numbered.
- **Essays must be in presentation form with specific attention to spelling, punctuation, grammar and sentence structure.**

QUESTIONS

INTRODUCTION

1. What is your basic philosophy of managing public assembly facilities?
2. What of value does our profession contribute to society?
3. What are the key practices when approaching the management issues of personnel and labor relations?
4. What processes/strategies are fundamental to effective facility marketing?
5. What are the basic ingredients in financial and contract management?
6. What process/strategies are fundamental to effective facility maintenance and housekeeping?
7. What are the purposes of providing security services? What processes/strategies do you use to ensure quality in this function?
8. What are the key elements in management and delivery of event staging and production?
9. What processes/strategies are fundamental to quality food and beverage service?
10. What should be the role of upper management in insuring that our customers receive excellent service?

CONCLUSION

NOTE: ALL MATERIALS SUBMITTED WITH THE APPLICATION, INCLUDING WRITTEN ESSAY, BECOMES THE PROPERTY OF IAAM AND WILL NOT BE RETURNED TO THE APPLICANT.

STEP TWO: THE WRITTEN EXAMINATION

Most candidates take the exam at a testing center in the city where they live. Agencies that are qualified to administer the exam are: college or university testing centers; college or university continuing education departments; state or provincial training/civil service/personnel departments; or municipal training/civil service/personnel departments. To arrange for the test to be administered at a local testing center, the candidate must identify a qualified testing official and agree to pay any local administration fees. IAAM staff will qualify the testing site and finalize the arrangements with the testing center.

Candidates will receive written notice from the Certification Board regarding whether they will be allowed to sit for the oral interview within four weeks after the exam is received by IAAM. However, since the written examination continues to be in a validation phase, the final grading of examinations and determination of cutoff scores will not take place until all written examinations for the year have been administered and evaluated.

PREPARING TO TAKE THE CFE WRITTEN EXAMINATION

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

Sample administrations of the test have shown that managers can achieve a passing grade with no prior study. In considering your need for preparation, you should consider several factors:

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

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

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

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

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

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

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

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

DESCRIPTION OF THE CFE WRITTEN EXAMINATION

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

INTRODUCTION TO PUBLIC ASSEMBLY FACILITIES

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

ADMINISTRATION OF THE PUBLIC ASSEMBLY FACILITY

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

FINANCIAL MANAGEMENT

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

MARKETING

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

BUILDING OPERATIONS

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

PATRON SERVICES

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

SUGGESTED STUDY MATERIALS

Candidates for the written exam can purchase the following study materials

1. *Public Assembly Facility Management: Principles and Practices, First Edition*, by Peter Graham and Ray Ward. Coppell, TX:IAAM, 2004 (Available from IAAM to IAAM members for US\$49.95; nonmembers US\$59.95)
2. *CFE Exam Study Manual*, including the *IAAM Glossary of Terms* and the following material (Available from IAAM for US\$100.00).
3. *IAAM WebTracks and E-learning content available from E-learning on the Education Link at www.iaam.org.*

Contents of the Study Manual for the 2010 CFE Written Exam

Facility Services and Operations

Bigelow, Chris. "Foodservice Management." *PAFMS Monograph #210*. May 2007. Wheeling WV: IAAMF, 2007.

Bigelow, Chris. "Novelties & Merchandise." *PAFMS Monograph #118*. May 2007. Wheeling WV: IAAMF, 2007.

Mayne, Brad. "Box Office & Database Management." *PAFMS Monograph #116*. May 2007. Wheeling WV: IAAMF, 2007.

Perkins, Larry B. "Crowd Management." *PAFMS Monograph #112*. May 2007. Wheeling WV: IAAMF, 2007.

Scarborough, Paul and Robert Campbell. "Performing Arts Spaces." *Time Saver Standards for Building Types*. 4th Ed. New York: McGraw-Hill, 2001.

St. Clair, Carl. "Housekeeping & Preventive Maintenance." *PAFMS Monograph #114*. May 2007. Wheeling WV: IAAMF, 2007.

Vivian, Jack. "Emergency Preparedness." *PAFMS Monograph #106*. May 2007. Wheeling WV: IAAMF, 2007.

Williams, Robyn L. "Stage Operations." *PAFMS Monograph #110*. May 2007. Wheeling WV: IAAMF, 2007.

Administration and Fiscal Services

Alford, Adina. "ADA Accessibility." *PAFMS Monograph #117*. May 2007. Wheeling WV: IAAMF, 2007.

Alford, Adina. "Facility Law Overview." *PAFMS Monograph #207*. May 2007. Wheeling WV: IAAMF, 2007.

Alford, Adina. "Risk Management & Insurance." *PAFMS Monograph #209*. May 2007. Wheeling WV: IAAMF, 2007.

Bedier, Kim. "Managing Diversity." *PAFMS Monograph #212*. May 2007. Wheeling WV: IAAMF, 2007.

Bedier, Kim. "Managing Human Resources." *PAFMS Monograph #103*. May 2007. Wheeling WV: IAAMF, 2007.

Chapter 13, "Existing Assembly Occupancies," from *Life Safety Code, NFPA 101, 2003*. Quincy MA: National Fire Protection Association, 2003.

Lovett, Craig. "Providing Service Contracts." *PAFMS Monograph #105*. May 2007. Wheeling WV: IAAMF, 2007.

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

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

International Association of Assembly Managers Safety and Security Task Force. "Best Practices Planning Guide: Convention Centers, Exhibit Halls." Coppell TX:IAAM, 200.

Perkins, Larry B. "Life Safety." *PAFMS Monograph #213*. May 2007. Wheeling WV: IAAMF, 2007.

Rowe, Michael R. "Risky Business." *Facility Manager*. April-June 1993.

Saunders, Roy. "Public Facility Management Under the Civil Service System." *Public Management*. JAN.-Feb. 1990. Washington, DC: ICMA, 1990.

Selected pages from *ADA Compliance Handbook*.
Irving TX: IAAM, 1992.

Simons, Russ. "Labor Union Relations." *PAFMS Monograph #101*. May 2007. Wheeling WV: IAAMF, 2007.

Smith, Rodney. "Developing Employee Training Programs." *PAFMS Monograph #214*. May 2007. Wheeling WV: IAAMF, 2007.

Vivian, Jack. "Architecture & Construction." *PAFMS Monograph #203*. May 2007. Wheeling WV: IAAMF, 2007.

Williams, J. Scott. "Optimizing your Facility Costs." *PAFMS Monograph #205*. May 2007. Wheeling WV: IAAMF, 2007.

Sales and Marketing

Andersen, Richard.. "Marketing, Advertising & Public Relations." *PAFMS Monograph #109*. May 2007. Wheeling WV: IAAMF, 2007.

Mayne, Brad. "The 2nd Experience." *PAFMS Monograph #206*. May 2007. Wheeling WV: IAAMF, 2007.

Roach, Franklin. "Tenant Management Relations." *PAFMS Monograph #108*. May 2007. Wheeling WV: IAAMF, 2007.

Singer, Rich. "Media Relations." *PAFMS Monograph #115*. May 2007. Wheeling WV: IAAMF, 2007.

Leadership and Management

Hunter, Robert J. "Customer Service." *PAFMS Monograph #119*. May 2007. Wheeling WV: IAAMF, 2007.

Hunter, Robert "Leadership & Image." *PAFMS Monograph #204*. May 2007. Wheeling WV: IAAMF, 2007.

Saunders, Roy. "Purpose of the Public Assembly Facility and the Role of the Manager." *PAFMS Monograph #101*. May 1992. Wheeling WV: IAAMF, 1992.

Short, Tracey. "Unleashing the Employee Within." *PAFMS Monograph #113*. May 2007. Wheeling WV: IAAMF, 2007.

St. Clair, Carl. "Working With Elected Officials." *PAFMS Monograph #202*. May 2007. Wheeling WV: IAAMF, 2007.

Williams, J. Scott. "Professional Ethics." *PAFMS Monograph #111*. May 2007. Wheeling WV: IAAMF, 2007.

STEP THREE: THE ORAL INTERVIEW

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

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

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

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

The panel will consider the criteria outlined in the paragraph titled **STEP THREE: THE ORAL INTERVIEW** on page 2 to determine whether the candidate passes the oral interview.

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

IAAM CODE OF ETHICS

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

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

The manager should:

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



CERTIFIED FACILITIES EXECUTIVE (CFE) IAAM VOLUNTARY CERTIFICATION PROGRAM

Policies and Procedures

1. Purpose

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

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

2. Qualifications and Requirements

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

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

- A. A candidate must accumulate 300 points from the following categories.
 - Higher Education
 - Work Experience
 - Continuing Education
 - Facility-Intensive Education Programs
 - Teaching/Program Participation
 - Publications
 - Professional/Community Activities
- B. Each applicant must pass the written essay, minimum of six pages, providing the applicant's philosophy of management of public assembly facilities.
- C. Each candidate for certification will be required to affirm acceptance and commitment to the IAAM Code of Ethics.
- D. Each candidate for certification will be requested to submit the names of references who may be contacted for comments relative to the attitude and regard of the community for the candidate's facility and its management. Such comments will be solicited by the Certification Board ONLY after the candidate has been approved in all other divisions for certification.
- E. Candidates must attain a satisfactory score on a written examination. The examination covers basic knowledge regarding the operation of public assembly facilities, including arenas, stadiums, convention centers and performing arts venues. Candidates approved to sit for the exam will receive a list of suggested study materials. The exam consists entirely of multiple-choice questions.
- F. Candidates must pass the oral interview. The oral interview panel will evaluate the candidate's knowledge of a series of industry topics that probe professional experience, management philosophy, professional contributions, and overall management of public assembly facilities, including arenas, stadiums, convention centers and performing arts venues. The oral interview panel will also evaluate the candidate's ability to articulate those points. The panel will consider the above criteria to determine whether the candidate passes the oral interview.

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

3. Administration of the Certification Program

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

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

4. Membership in IAAM Not Required

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

5. Certification Not Required for Membership in IAAM

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

6. Applications Voluntary

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

7. Certification Application

Applicants may contact IAAM headquarters for the necessary forms and instructions. After the applicant is satisfied he/she can meet the minimum requirements, the applicant shall then return the application with required attachments to the IAAM office with a check for US\$400 (US\$600 for non-members). Once the application is returned to IAAM, it becomes the property of the Association and will not be returned to the applicant. Any material misrepresented with the application will void same.

8. Reapplication for Certification

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

Applicants whose initial application is not accepted by the Certification Board will receive a refund of the US\$400 application fee (US\$600 non-member). US\$100 handling fee is not refundable. Candidates who fail either the written or oral interview shall not receive a refund.

9. Right to Notification

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

10. Right of Appeal

Within ten business days after the announcement of the results of each CFE examination step, unsuccessful candidates may file a written appeal of their result with the Certification Board through IAAM's Director of Education on the basis of alleged inappropriate exam administration procedures, testing conditions severe enough to cause a major disruption of the examination process, the content of the exam, and/or the Certification Board's

interpretation of CFE program standards. No one other than the candidate may make the appeal. The Certification Board Executive Committee shall respond to the candidate within 30 days of filing an appeal.

11. Confidential Information

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

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

12. Certification Continuation

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

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

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

13. Withdrawal of Certification

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

14. Reinstatement

Anyone who has had the CFE designation revoked for less than five (5) years may apply for reinstatement upon written request to IAAM office stating a) circumstances that now make the person eligible for CFE certification b) submitting \$50 fee for each non-certified year (to a maximum of \$250) c) successfully passing the current written exam and d) sit for the oral interview at the next available time. Successfully passing the written exam and the oral interview would allow the member's active CFE designation to be reinstated. The CFE would be included in the recertification process from that point forward.

15. Application Procedure

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

16. Nondiscrimination

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



2010 CFE APPLICATION FORM

IAAM CERTIFIED FACILITIES EXECUTIVE PROGRAM

Name: _____
(As you would like it to appear on your plaque)

Facility: _____

Position: _____

Facility Address: _____
Street Address or P.O. Box

City, State/Province, Zip/Postal Code

Home Address: _____
Street Address or P.O. Box

City, State/Province, Zip/Postal Code

.....
To speed the processing of your application, you should submit evidence for the points you claim. The Certification Board may request documentation of any and all claims of points. Any supplemental materials should be labeled clearly and should make reference to the specific section of the application to which they refer. If you cannot provide evidence when it is requested, the Certification Board may, in its sole discretion, decide not to give you credit for unsubstantiated claims.

HIGHER EDUCATION

This section records your educational achievement in college credit (*not* continuing education) course work at a college or university accredited by regional or national college accrediting bodies. Please include copies of diplomas or final transcripts.

You should write in the number of points shown only for the *highest* degree you have earned. For instance, if you hold both an associate's degree and a bachelor's degree, you have earned 30 points, *not* 45 points. Graduate Study is defined as higher education (master's level or higher) that does not culminate in a terminal degree. If you do not have a bachelor's degree, you may substitute prior *management* experience in the area of *public assembly facility management* in the Public Assembly Facility Management Experience section.

<i>Degree</i>	<i>Institution</i>	<i>Year</i>	<i>Point Calculation</i>	<i>Points</i>
Ph.D.	_____	_____	(50 points)	_____
Master's Degree	_____	_____	(40 points)	_____
Bachelor's Degree	_____	_____	(30 points)	_____
Associate's Degree	_____	_____	(15 points)	_____
Graduate Study	_____	_____	(1 pt./3 semester hours)	_____

CERTIFICATION

This Section records professional certifications you have earned, such as CPA (Certified Public Accountant) or CFE (Certified Fairs Executive).

Designation & Certifying Organization _____ (15 points)

TOTAL HIGHER EDUCATION & CERTIFICATION POINTS (*50 maximum, 30 minimum*) ____

PUBLIC ASSEMBLY FACILITY MANAGEMENT EXPERIENCE

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

<i>Facility</i>	<i>Location</i>	<i>Position</i>	<i>Dates (Month/Year –Month/Year)</i>	<i>Points (1 per month)</i>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
TOTAL MANAGEMENT EXPERIENCE POINTS (190 maximum, 84 minimum)				_____

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

CONTINUING EDUCATION

Approved continuing education programs are listed in Professional Development and Service in the accompanying information package. To receive credit for programs not listed, you must include a program from the event for evaluation by the Certification Board. The determination as to whether you will receive credit rests solely with the Certification Board.

PUBLIC ASSEMBLY FACILITY MANAGEMENT or FACILITY MANAGEMENT SEMINARS OR CONFERENCES

<i>Program Name</i>	<i>Sponsoring Organization</i>	<i>Dates</i>	<i>Points (5 per program)</i>
_____	_____	_____	_____
_____	_____	_____	_____

MANAGEMENT SEMINARS (NON-FACILITY RELATED) OR CONFERENCES

<i>Program Name</i>	<i>Sponsoring Organization</i>	<i>Dates</i>	<i>Points (5 per program)</i>
_____	_____	_____	_____
_____	_____	_____	_____

PUBLIC ASSEMBLY FACILITY MANAGEMENT OR FACILITY MANAGEMENT AUDIOCONFERENCE

<i>Program Name</i>	<i>Sponsoring Organization</i>	<i>Dates</i>	<i>Points (2 per program)</i>
_____	_____	_____	_____
_____	_____	_____	_____

MANAGEMENT SEMINARS (NON-FACILITY RELATED) AUDIOCONFERENCE

<i>Program Name</i>	<i>Sponsoring Organization</i>	<i>Dates</i>	<i>Points (2 per program)</i>
_____	_____	_____	_____
_____	_____	_____	_____

IAAM CORE TRACKS

<i>Program Name</i>	<i>Sponsoring Organization</i>	<i>Dates</i>	<i>Points (4 per completed track)</i>
_____	_____	_____	_____
_____	_____	_____	_____

TOTAL CONTINUING EDUCATION POINTS (70 maximum, 20 minimum)

FACILITY INTENSIVE EDUCATION PROGRAMS

Approved facility intensive education programs are listed in Professional Development and Service in the accompanying information package. To receive credit for programs not listed, you must include a program from the event for evaluation by the Certification Board. The determination as to whether you will receive credit rests solely with the Certification Board.

<i>Program Name</i>	<i>Sponsoring Organization</i>	<i>Dates</i>	<i>Points</i>

TOTAL FACILITY INTENSIVE EDUCATION POINTS (100 maximum, 20 minimum)

* PAFMS @ Oglebay, Graduate Institute and PVMS students earn 20 points per one-week class;
 Leadership Institute and Senior Executive Symposium attendees earn 20 points per program.
 Academy for Venue Safety & Security attendees earn 20 points per program .

TEACHING/PROGRAM PARTICIPATION (in addition to points above)

Participation as a chairman, committee member or instructor of a continuing education program or professional program. To receive credit for programs not listed, you must include a printed program from the event for evaluation by the Certification Board. The determination as to whether you will receive credit rests solely with the Certification Board.

PUBLIC ASSEMBLY FACILITY MANAGEMENT or FACILITY MANAGEMENT SEMINARS OR CONFERENCES

<i>Program Name</i>	<i>Sponsoring Organization</i>	<i>Dates</i>	<i>Points (5 per program)</i>

MANAGEMENT SEMINARS (NON-FACILITY RELATED) OR CONFERENCES

<i>Program Name</i>	<i>Sponsoring Organization</i>	<i>Dates</i>	<i>Points (2 per program)</i>

FACILITY-INTENSIVE EDUCATION PROGRAMS

<i>Program Name</i>	<i>Sponsoring Organization</i>	<i>Dates</i>	<i>Points (15 per program)</i>

TOTAL TEACHING/PROGRAM PARTICIPATION POINTS (50 maximum, 0 minimum)

PUBLICATION OF WRITTEN WORKS

FACILITY MANAGEMENT BOOKS

<i>Title</i>	<i>Publisher</i>	<i>Date</i>	<i>Points</i> <i>(50 per publication)</i>
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_____	_____	_____	_____
_____	_____	_____	_____

FACILITY MANAGEMENT PUBLISHED ARTICLES

<i>Title</i>	<i>Published in</i>	<i>Date</i>	<i>Points</i> <i>(3 per article)</i>
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_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

TOTAL PUBLICATIONS POINTS *(50 maximum, 6 minimum)*

PROFESSIONAL AND COMMUNITY ACTIVITIES

PROFESSIONAL ORGANIZATIONS

SERVICE ON BOARD

<i>Organization</i>	<i>Position</i>	<i>Dates</i>	<i>Points</i> <i>(4 per year)</i>
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_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

SERVICE ON COMMITTEE

<i>Organization</i>	<i>Committee</i>	<i>Dates</i>	<i>Points</i> <i>(3 per year)</i>
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_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

OFFICER OF BOARD (in addition to Service on Board points)

<i>Organization</i>	<i>Position</i>	<i>Dates</i>	<i>Points</i> <i>(2 per year)</i>
---------------------	-----------------	--------------	--------------------------------------

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

<i>CHAIR OF COMMITTEE (in addition to Service on Committee points)</i>			
<i>Organization</i>	<i>Position</i>	<i>Dates</i>	<i>Points (1 per year)</i>

LOCAL/COMMUNITY ORGANIZATIONS			
<i>SERVICE ON BOARD</i>			
<i>Organization</i>	<i>Position</i>	<i>Dates</i>	<i>Points (2 per year)</i>

<i>SERVICE ON COMMITTEE</i>			
<i>Organization</i>	<i>Position</i>	<i>Dates</i>	<i>Points (2 per year)</i>

<i>OFFICER OF BOARD (in addition to Service on Board points)</i>			
<i>Organization</i>	<i>Position</i>	<i>Dates</i>	<i>Points (1 per year)</i>

<i>Chair of Committee (in addition to Service on Committee points)</i>			
<i>Organization</i>	<i>Position</i>	<i>Dates</i>	<i>Points (1/2 per year)</i>

TOTAL PROFESSIONAL AND COMMUNITY ACTIVITIES POINTS (40 maximum, 2 minimum) _____

GRAND TOTAL POINTS (300 minimum) _____

PROFESSIONAL REFERENCES

Please provide three references from individuals working in the field of public assembly facility management who can attest to your professional experience and qualifications as set forth in this application. Include your current employer as the first reference, if appropriate.

- 1. Name _____ Position _____
 Organization _____
 Address _____
 Telephone _____

- 2. Name _____ Position _____
 Organization _____
 Address _____
 Telephone _____

- 3. Name _____ Position _____
 Organization _____
 Address _____
 Telephone _____

SUBMISSION

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

Before submitting your application, double check that all requirements have been fulfilled. **Deadline for receiving applications is February 1.** Payment in the amount of US\$400/ \$600 for non-members payable to the International Association of Assembly Managers must accompany the application. This fee covers administrative costs and the plaque awarded to Certified Facilities Executives upon acceptance. If your application is rejected, your application fee, less a \$50 processing fee, will be refunded.

APPLICANT'S STATEMENT – Initial applicable statements and sign below.

____ By checking this box, I am documenting the need for accommodations in testing in accordance with the Americans with Disabilities Act of 1990 and will contact the Certification Administrator with specifications.

I would like the Board to conduct my oral interview at: (choose one)

- ____ Annual Conference and Trade Show
- ____ Senior Executive Symposium
- ____ October Certification Board meeting (date tbd)
- ____ IAAM-VMA Annual Congress (date tbd)

By checking this box, I agree to pay an additional administrative fee of US\$250 prior to the scheduling of my interview.

I hereby apply for certification offered by the International Association of Assembly Managers and understand that the information accrued in the certification process may be used for statistical purposes and for evaluation of the certification program. I further understand that the information for my certification records will be treated confidentially. To the best of my knowledge, the information contained in this application is true, complete, correct, and is made in good faith. I understand that IAAM reserves the right to verify any or all information on this application and that any incorrect or misleading information may constitute grounds for revocation of my certification or other disciplinary action. I have read and understand all of the aforementioned information and agree to abide by terms and conditions contained herein.

If awarded the designation of CERTIFIED FACILITIES EXECUTIVE, I agree to uphold the Code of Ethics adopted by IAAM.

Signed by: _____
Applicant Date

Please Return To:
IAAM, CFE Program, 635 Fritz Dr., Suite 100
Coppell, TX 75019
Phone: 972-906-7441/ Fax: 972/906-7418