

# **International Festival and Events Association Certified Festival and Events Executive Program**

## **Curriculum Area: Operations/Risk Management**

### **Area Purpose**

The most basic element of the industry is operations/risk management for one simple reason – any festival or event is a large gathering of people. The top priority of any organizer is to ensure that gathering is conducted in the safest possible manner. This area of instruction is designed to look at the basic elements of event/festival operations and risk management from both the philosophical and practical approaches, providing a sound foundation of knowledge in the subject area.

### **Area Objectives**

1. Examine the key elements of site plan development.
2. Review the process of soliciting, securing, and managing contracted services.
3. Provide a basic understanding of insurance and risk management procedures.
4. Examine the essential role that interpersonal/relationship building skills play in festival management.
5. Generate an understanding of the critical crowd control, security, and contingency planning issues.
6. Review the leadership role of operations personnel.

### **Key Instruction Elements (must be covered)**

#### **A. Creation of a site plan**

##### Learning Outcomes

- Understand the relationship of site selection to organizational mission
- Understand the need to prioritize site plan elements based upon organizational goals
- Understand the relationship of site planning to security and access control
- Understand the integral relationship between site plan and site selection
- Understand key service and safety issues related to site planning

#### **B. Development of a set-up and tear-down schedule**

##### Learning Outcomes

- Understand the relationship between various operational elements
- Understand the process of creating schedules

#### **C. Bidding and Contracting Services**

##### Learning Outcomes

- Understand which services should be contracted out
- Understand the establishment of a bid list
- Understand the development of a basic format for bid solicitation
- Understand the process for the creation of bid specs

- Understand the process of bid selection
- Understand the basics of a contract and the development of a standard contract format

#### D. Management of Contracted Services

##### Learning Outcomes

- Understand the need to be familiar with basic fundamentals of any contracted services business (i.e. electrical contracting terminology, recyclable materials, etc.)
- Understand methods to hold contractors accountable for services to be rendered

#### E. Key Elements of Insurance

##### Learning Outcomes

- Understand the system of carrier ratings and carrier selection
- Understand basic insurance terminology
- Understand the various types of coverage and limits available
- Understand the basics of both issuing and receiving additional insured certificates
- Understand the process involved in a claim being made

#### F. Basics of Risk Management

##### Learning Outcomes

- Understand the necessity of specific risk management plans, procedures, and personnel
- Understand the process of creating a risk management conscious culture within an organization
- Understand the establishment of positive partnerships with professional/regulatory personnel and agencies

#### F. Relationship Building Skills

##### Learning Outcomes

- Understand the wide variety of people involved in any type of event production
- Understanding the need to relate to people at all levels of other organizations (i.e. the police Chief and the individual officer)
- Understand the need to be ethical, professional, fair, and consistent in all dealings
- Understand the relative importance of the event/festival to the people being dealt with (as opposed to the critical nature of issues to the production team)
- Understand specialized skills needed when dealing with event sponsors

#### H. Security and Crowd Control

##### Learning Outcomes

- Understand the basic elements of security and crowd control
- Understand the establishment of positive working relationships with regulatory agencies
- Understand the process of securing event perimeters and gating
- Understand standard prohibited items and bag searches
- Understand the creation and implementation of a credentialing system

## I. Contingency Planning

### Learning Outcomes

- Understand the roles of event organizations and regulatory agencies
- Understand fundamental contingency plan requirements: communication, designated leadership, specialized supplies and equipment.
- Understand basic security related issues (i.e. bomb threat) and potential contingency planning
- Understand basic safety related issues (i.e. fire, propane leak, etc.) and potential contingency planning
- Understand weather related contingency planning
- Understand the creation of a site evacuation plan

## J. Traffic Management

### Learning Outcomes

- Understand the need to focus on event access and public parking
- Understand key parking requirements and securing necessary capacity
- Understand basic mass transit options

## K. Leadership

### Learning Outcomes

- Understand the role of the operations director in event leadership
- Understand the distinction between administration/organization and leadership
- Understand the need to develop a conscious, natural, and effective leadership style

## L. Volunteer Management

### Learning Outcomes

- Understand the basic elements of recruiting and managing volunteers
- Understand volunteer motivation, benefits, and recognition
- Understand the development of quality volunteer committees