

Competency Profile

PRODUCERS

Film and Television

A Competency Analysis

www.culturalhrc.ca

Recommended Skills for

Film and TV Producers

COMPETENCY PROFILE

Cultural Human Resources Council

17 York Street, Suite 201

Ottawa, Ontario K1N 9J6

Telephone: (613) 562-1535 / 1-866-562-1535

Fax: (613) 562-2982

E-mail: info@culturalhrc.ca

Web site: www.culturalhrc.ca

This project is funded by the
Government of Canada's
Sector Council Program.

Canada



Cultural Human
Resources Council

Conseil des
ressources humaines
du secteur culturel

DISCLAIMER

FILM AND TV PRODUCER - Competency Profile © Cultural Human Resources Council

Version 1.0, 2008.

All rights reserved.

Many representatives of Canada's cultural sector have contributed their time and efforts to create this competency profile. The Cultural Human Resources Council hopes that you will find the information helpful and easy to use, but provides the information 'as is' and makes no representations or warranties of any kind regarding it. CHRC disclaims all liability of any kind whatsoever arising out of your use of, or inability to use, this information.

The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of CHRC and the Government of Canada.

TABLE OF CONTENTS

INTRODUCTION | 4
SUMMARY – CHART OF COMPETENCIES | 6

COMPETENCY PROFILE | 8

- A. DEVELOP PROPERTIES | 9**
- B. SECURE FINANCING | 13**
- C. ASSEMBLE PRODUCTION TEAM | 17**
- D. MANAGE PRODUCTION PROCESS | 19**
- E. MANAGE CONTRACTS | 22**
- F. MANAGE FINANCES | 31**
- G. PROMOTE PROPERTY | 33**
- H. EXPLOIT PROPERTY | 34**
- I. ESTABLISH / MAINTAIN INDUSTRY RELATIONS | 36**
- J. RUN A PRODUCTION COMPANY | 37**

... AND TO ACCOMPLISH THE PREVIOUSLY DESCRIBED PROFESSIONAL
COMPETENCIES, A **FILM AND TV PRODUCER** MUST BE ABLE TO ...

- K. DEMONSTRATE COMMUNICATION AND INTERPERSONAL
COMPETENCIES | 40**
- L. DEMONSTRATE PERSONAL SKILLS | 43**

INTRODUCTION

This document presents the outcomes of an occupational analysis ¹ for **FILM AND TELEVISION PRODUCERS**.

The Cultural Human Resources Council (www.culturalhrc.ca) strives to be at the centre of vision and forward thinking in the area of cultural human resources development. CHRC brings together representatives of arts disciplines and cultural industries in the cultural sector to address the training and career development needs of cultural workers – artists, creators, technical staff, managers and all others engaged professionally in the sector, including the self-employed.

CHRC's initiatives on behalf of and in collaboration with the film and television industry include developing *Fast Forward*, a national training strategy for the industry, and establishing a National Training Advisory Council (NTAC) to oversee the implementation of the *Fast Forward* recommendations. CHRC has also undertaken occupational analyses for certain key occupations in the film and television industry including one for **FILM AND TELEVISION PRODUCERS**. The others are Documentary Filmmakers, Film and Television Directors and Production Managers.

This **Chart of Competencies** identifies the combined competencies that make up the work of a Film and Television Producer; it was compiled by a group of expert practicing professional film and television producers from across Canada. It is to be used in conjunction with CHRC's *Competency Profile for Film and Television Producers*. The **Competency Chart** and **Profile** can be used by individuals to evaluate their own skills and to determine areas where they should pursue additional training. On a corporate level, this material can be applied in defining job profiles, developing competency-based professional development programs, negotiating and customizing training programs, developing career planning programs, recruitment profiles and individual position descriptions.

This project, initiated and coordinated by the Cultural Human Resources Council, is funded by the Government of Canada's Sector Council Program.

YOU SHOULD FIND EVERYTHING YOU DO SOMEWHERE ON THE COMPETENCY CHART, BUT YOU WILL NOT NECESSARILY DO EVERYTHING IDENTIFIED ON THE CHART.

- 1 The expressions 'occupational analysis' and 'competency profile' are used interchangeably in this document.

METHODOLOGY

The Cultural Human Resources Council has chosen the DACUM (Developing A CURriculum) model to conduct this analysis. One of the key features of DACUM is to rely on a group of expert practitioners to review all the competencies required to function effectively in a given occupation.

The combined **Chart of Competencies** and **Profile** present four levels of analysis:

1. A series of **General Areas of Competence**, more commonly called **GACs**. A GAC describes a major function or responsibility of a particular profession, trade or position. There are two types of GACs: **General Areas of Professional Competence** (GACs A to J inclusively) and **General Areas of General Competence** (GACs K and L).
2. Each GAC is further defined into **skills** (competencies). The skills, as well as the GACs, are identified in behavioral terms and thus begin with an action verb depicting the applied behavior.
3. Each skill is further analyzed into **subskills**. A subskill is an intermediate step between the whole skill and the detailed actions associated with practicing the skill.
4. A (non-exhaustive) series of **important actions** and **key general competencies** has been identified; these may be used as performance indicators, providing the criteria by which competence can be assessed.

ACKNOWLEDGMENT

The Cultural Human Resources Council (CHRC) wishes to thank the following individuals who gave their time and commitment to this project:

CHRC'S EXPERT WORKING GROUP

Catherine Drolet - InformAction Films - QC
Brian Francis - Producer - NS
Melanie Jackson - Wapos Bay Productions - SK
Chris Knight - Knight Enterprises - ON
Sylvie Krasker - Films Krasker - QC
Geoff LeBoutillier - Lowenbe Holdings Inc. - NS
Chad Oakes - Nomadic Pictures - AB
Mark Sandiford - Beachwalker Films - PEI
Sue Stranks - Hot Flash Productions – ON

CHRC'S STEERING COMMITTEE

Lucille Demers - Regroupement pour la formation en audiovisuel du Québec (RFAVQ) - QC
Eleanor James - Co-Président - ON
Lise Lachapelle - Association des réalisateurs & réalisatrices du Québec – ARRO - QC
Danièle Léger, Alliance québécoise des techniciens de l'image et du son – AQTIS - QC
Lesley Lucas - Directors Guild of Canada – DGC - ON
Mark Melymick - Co-Président (Sheridan Institute of Technology and Advanced Learning) - ON
Julia Neville - IATSE - BC
Susan Vaas - Canadian Film and Television Production Association (CFTPA) - ON

SUPPORT

Susan Annis - Executive Director, CHRC
Lucie D'Aoust - Sr. Project Manager, CHRC
Pierre Morin - Consultant and DACUM Facilitator
Jeanne Villeneuve - Translator
Pierre Beaudoin - Consultant

SUMMARY – CHART OF COMPETENCIES | A FILM AND TV PRODUCER MUST BE ABLE TO:

PROFESSIONAL COMPETENCIES

A. DEVELOP PROPERTIES

1. Identify potential market needs
2. Create content
3. Assess proposals
4. Execute due diligence
5. Drive creative process
6. Create exploitation strategy
7. Establish technical protocol
8. Set project timeline

B. SECURE FINANCING

1. Sell an idea
2. Prepare a budget
3. Attach marketable talent
4. Assemble creative and financial package documents
5. Submit applications for funding
6. Create detailed cash flow
7. Lock in financing
8. Negotiate ancillary revenue opportunities
9. Create partnerships (coproductions, coventures, etc.)
10. Secure eligibility certification

C. ASSEMBLE PRODUCTION TEAM

1. Attract talent
2. Evaluate project needs
3. Scout talent
4. Select team members
5. Hire/fire production team members

D. MANAGE PRODUCTION PROCESS

1. Organize work flow and responsibilities
2. Create a schedule
3. Control execution of technical protocol
4. Monitor progress
5. Maintain creative environment
6. Manage expectations
7. Manage crises
8. Mediate conflicts

E. MANAGE CONTRACTS

1. Negotiate contracts
2. Incorporate a company
3. Manage partnership agreements
4. Manage intellectual property agreements
5. Manage license agreements
6. Manage co-production agreements
7. Manage options agreements
8. Manage sponsorship agreements
9. Manage related party agreements
10. Manage Internet rights
11. Manage distribution agreements
12. Manage equity agreements
13. Manage bridge / gap financing agreements
14. Manage interim financing agreements
15. Manage insurance agreements
16. Manage bonder agreements
17. Manage talent agreements
18. Manage crew agreements
19. Manage equipment agreements
20. Manage location agreements
21. Manage facility agreements
22. Manage release agreements
23. Manage postproduction agreements
24. Manage archives agreements
25. Manage music agreements
26. Manage ancillary agreements
27. Manage clearance agreements

F. MANAGE FINANCES

1. Establish / maintain accounting system
2. Track costs
3. Manage risks
4. Take advantage of tax incentives / rebates

G. PROMOTE PROPERTY

1. Develop / execute media strategy
2. Nurture media contacts
3. Create / approve promotional materials
4. Promote through strategic partnerships

H. EXPLOIT PROPERTY

1. Develop an exploitation strategy
2. Participate in industry market events
3. Execute exploitation strategy

I. ESTABLISH / MAINTAIN INDUSTRY RELATIONS

1. Subscribe to industry publications
2. Participate in industry associations
3. Network through industry events
4. Cultivate strategic relationships

J. RUN A PRODUCTION COMPANY

1. Develop a corporate vision
2. Develop a corporate plan
3. Establish / maintain company brand
4. Establish / maintain corporate policies
5. Manage overhead
6. Establish / maintain a network of professional service providers
7. Maximize corporate assets
8. Develop / maintain exit strategy

SUMMARY – CHART OF COMPETENCIES | A FILM AND TV PRODUCER MUST BE ABLE TO:

GENERAL COMPETENCIES

K. DEMONSTRATE COMMUNICATION AND INTERPERSONAL COMPETENCIES

1. Speak in an effective manner
2. Write in an effective manner
3. Exercise leadership
4. Persuade
5. Motivate
6. Project confidence
7. Project competence
8. Conduct meetings
9. Read people
10. Collaborate
11. Negotiate
12. Mediate
13. Establish trust

L. DEMONSTRATE PERSONAL SKILLS

1. "Have passion"
2. Demonstrate strategic thinking
3. Make decisions
4. Multi-task
5. Take calculated risks
6. Exercise flexibility
7. Demonstrate creativity
8. Exercise resourcefulness
9. Take ownership
10. Delegate
11. Demonstrate ambition
12. Exercise common sense
13. Exercise tenacity and perseverance
14. Stay current
15. Demonstrate analytical skills
16. Exercise intuition
17. Solve problems
18. Demonstrate integrity
19. Demonstrate time management skills

COMPETENCY PROFILE

A FILM AND TV PRODUCER MUST BE ABLE TO ...

A FILM AND TV PRODUCER MUST BE ABLE TO:

A. DEVELOP PROPERTIES

SKILLS	SUBSKILLS	IMPORTANT ACTIONS	GENERAL COMPETENCIES
1. Identify potential market needs	1.1 Research changing markets	<ul style="list-style-type: none"> Utilize industry communications (publicity, media, etc.) Seek out audience trends Forecast opportunities 	Most critical interpersonal and/or personal skills associated with the competency as a whole
	1.2 Research buyers' needs	<ul style="list-style-type: none"> Review buyers' products Contact buyers' representatives Attend buyers' presentations Get on buyers' mailing lists Visit buyers' websites 	
	1.3 Get to know decision makers	<ul style="list-style-type: none"> Identify decision markers Establish rapport with decision makers Identify decision maker's preferences 	
2. Create content	2.1 Generate / acquire initial concept	<ul style="list-style-type: none"> Collect ideas Investigate ideas (uniqueness, feasibility) Research platform alternatives Validate ideas Select an idea 	<ul style="list-style-type: none"> STAY CURRENT (L14) DEMONSTRATE STRATEGIC THINKING (L2)
	2.2 Hire writer / writing team / design team	<ul style="list-style-type: none"> See C 	
	2.3 Build on initial concepts	<ul style="list-style-type: none"> Identify what is at the heart of the concept Shape concepts to fit market reality Design multiplatform product array 	
	2.4 Supervise / guide concept development	<ul style="list-style-type: none"> Request and validate outline Request and validate first draft / treatment Request and validate full script or treatment or bible Request changes Make final approval 	
<ul style="list-style-type: none"> DEMONSTRATE CREATIVITY (L7) PERSUADE (K4) 			