

CHART OF COMPETENCIES

RECOMMENDED SKILLS *for* Directors and Producers of Documentary Films

www.culturalhrc.ca



CHRC
Cultural
Human Resources
Council

CRHSC
Conseil
des ressources humaines
du secteur culturel

This **Chart of Competencies** is to be used in conjunction with the **Directors and Producers of Documentary Films Competency Profile** developed by professional documentary directors and producers in partnership with the Cultural Human Resources Council with the generous support of the Government of Canada's Sector Council Programs. It presents the recommended skills that make up the work of directors and producers in Canada's documentary filmmaking industry.

The 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. On a broader scale, the competency chart and profile can be used to increase understanding of the distinct roles of directors and producers in the making of documentary films.

Main Elements of the Chart:

- A series of General Areas of Competence (GACs), major responsibilities or skills of a particular occupation, in this case — **directors and producers of documentary films**.
- There are two types of GACs:
 - Sections A to I:** Professional Competencies
 - Sections J and K:** General Competencies

The **Competency Profile** outlines **Skills, Subskills** as well as performance indicators, highlighting **Important Actions** and a range of Personal, Interpersonal and Business Skills.

The **Competency Chart** and **Profile** highlight the full range of skills identified by **directors and producers of documentary films** on the basis of their experience and expertise.



Cultural Human Resources Council
17 York Street, Suite 201,
Ottawa, ON K1N 9J6

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

Fax: (613) 562-2982

E-mail: info@culturalhrc.ca

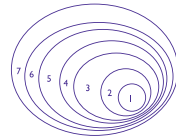
www.culturalhrc.ca

A Documentary Film must be able to...

PREAMBLE

Filmmaking is an art, a craft and a business. It requires and rests upon a series of essential elements. Some are given or innate; others can be learned or acquired.

Belonging to the elements that are given or innate, there are (1) a 'feu sacré', a passion for documentary filmmaking, (2) talent, particularly imagination and the aptitude and urge to create and (3) one's personal identity (gender, ethnicity, language, nationality, socioeconomic background, etc.).



Elements that can be learned or acquired include (4) general knowledge, academic background and personal experience, (5) general skills such as the ability to articulate ideas, to analyze and synthesize information, to make decisions, etc., (6) knowledge and culture in the field of documentary filmmaking and, finally, (7) numerous professional skills.

The following document describes the general and professional skills that a group of experienced practitioners in the field (writers, directors and producers) have identified as part of the process of creating a film. The list of skills is wide ranging. However, there are other important faculties required to work successfully in the field.

To the best of their collective abilities, the authors have explored HOW documentary films are made by identifying skills that can be most easily passed on through apprenticeship, mentorship, academic training and hands-on work experience. The questions WHY a documentary is made and WHAT constitutes motivation, inspiration and talent were not addressed in detail in this mandate.

The above model of concentric circles is designed to reflect all the attributes, sensibilities and skills needed to create a documentary. As prerequisites, the core abilities and sensibilities (inner rings) shape the general and professional skills identified in this exercise (outer rings).

PROFESSIONAL COMPETENCIES

A. Generate An Idea

- 1. Collect ideas
- 2. Investigate ideas
- 3. Test ideas
- 4. Select an idea
- 5. Visualize film
- 6. Confirm idea

B. Prepare A Proposal

- 1. Research subject
- 2. Secure access
- 3. Review personal motivation
- 4. Write synopsis
- 5. Outline story
- 6. Provide background support
- 7. Describe director's approach
- 8. Assemble team
- 9. Create schedule
- 10. Estimate budget
- 11. Propose financial plan
- 12. Package proposal

Film Director and/or Producer

C. Sell A Proposal

- 1. Determine audience
- 2. Analyze market
- 3. Identify funders
- 4. Design overall strategy
- 5. Produce a demo
- 6. Prepare a pitch
- 7. Access funders
- 8. Deliver the pitch
- 9. Follow up

D. Set The Conditions To Make It Happen

- 1. Deliver treatment
- 2. Build / maintain alliances
- 3. Obtain financial commitment
- 4. Confirm subject(s)
- 5. Secure required rights
- 6. Confirm key creative team
- 7. Negotiate fees
- 8. Confirm schedule
- 9. Prepare detailed budget
- 10. Arrange interim financing
- 11. Verify terms of contracts
- 12. Close the deal
- 13. Develop plan B

E. Prepare for production (preproduction)

- 1. Establish production office
- 2. Reconfirm financial arrangements
- 3. Hire crew
- 4. Conduct subject preinterviews
- 5. Conduct preproduction meetings
- 6. Determine technical requirements
- 7. Breakdown treatment
- 8. Secure locations
- 9. Arrange production logistics
- 10. Prepare for postproduction
- 11. Review project objectives

F. Execute production

- 1. Record original material
- 2. Create and / or maintain relationship with subject(s)
- 3. Tell the story
- 4. Collect archival material
- 5. Assess material
- 6. Monitor technical quality control
- 7. Heighten communications
- 8. Manage crises
- 9. Determine corrective action(s)
- 10. Provide production-related documentation
- 11. Create promotional elements

G. Execute postproduction

- 1. Prepare transcripts and translations
- 2. Create assembly
- 3. Supervise picture editing
- 4. Provide direction to composer
- 5. Conduct feedback screenings
- 6. Write and record commentary
- 7. Prepare credits
- 8. Supervise graphic design
- 9. Supervise picture postproduction
- 10. Supervise audio postproduction
- 11. Secure Errors & Omissions insurance
- 12. Obtain required approvals

H. Deliver Documentary

- 1. Manage relationship with distributors
- 2. Finalize release strategy
- 3. Produce all versions
- 4. Create publicity and promotional materials
- 5. Audit project
- 6. Return borrowed material(s)
- 7. Archive creative material, business affair materials, legal and tax requirements
- 8. Acknowledge participants
- 9. Monitor receivables
- 10. Perform post-mortem

I. Release Documentary

- 1. Implement festival strategy
- 2. Implement community promotion strategy
- 3. Organize premiere screening
- 4. Contact media
- 5. Exploit project commercially
- 6. Compile media and public response
- 7. Provide / produce distribution / exploitation reports

GENERAL COMPETENCIES

And to accomplish all of the above, one must ...

J. Demonstrate communication skills

- 1. Demonstrate writing skills
- 2. Verbally articulate ideas
- 3. Make presentations
- 4. Demonstrate listening skills
- 5. Conduct interviews
- 6. Chair meetings
- 7. Communicate non verbally
- 8. Maintain focus
- 9. Demonstrate interpersonal skills
- 10. Communicate visually
- 11. Communicate with other cultures
- 12. Use communication technology and tools

K. Demonstrate Personal Competencies

- 1. Act ethically
- 2. Demonstrate curiosity
- 3. Follow intuition
- 4. Demonstrate analytical skills
- 5. Demonstrate creativity
- 6. Make decisions
- 7. Demonstrate patience and perseverance
- 8. Inspire and exercise leadership
- 9. Demonstrate power of persuasion
- 10. Negotiate
- 11. Demonstrate flexibility
- 12. Demonstrate respect and sensitivity
- 13. Collaborate
- 14. Demonstrate organizational skills
- 15. Perform multi-tasks
- 16. Demonstrate attention to detail
- 17. Delegate
- 18. Solve problems
- 19. Remove obstacles
- 20. Take risks
- 21. Break rules
- 22. Manage stress and maintain composure
- 23. Keep current and continue to learn
- 24. Self-criticize
- 25. Demonstrate computer skills