

CHART OF COMPETENCIES

LOCATION MANAGERS

FILM AND TELEVISION

You should find everything you do somewhere on the Competency Chart, but you will not necessarily do everything identified on the Chart.

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The Cultural Human Resources Council (CHRC) is committed to strengthening the cultural labour force, and 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 employers and cultural workers including artists, technical staff and managers.

The work of a Location Manager is described as being many things: fluid, organic, intuitive, intense, grueling, exciting, dynamic and ever changing. Location Managers must be “jacks of all trades”, performing such divergent tasks as scouting and securing locations, managing a budget and interfacing with the public. They must have both creativity and logical thinking, as they play the roles of manager of a creative team, lobbyist and ambassador between the production and the public.

The chart and profile were developed by an Expert Working Group of practicing Location Managers from across Canada. They can be used by individuals to evaluate their own skills and to determine areas where they should pursue additional training. Employers can use them in defining job profiles, developing competency-based professional development programs, negotiating and customizing training programs, and developing career planning programs, recruitment profiles and individual position descriptions. They can also be used by educators and trainers to develop course curricula, workshops, etc.

CHRC's other initiatives on behalf of and in collaboration with the film and television industry include developing *Fast Forward*, a national training strategy for the film and television industry; establishing a National Training Advisory Council (NTAC) to oversee the implementation of the *Fast Forward* recommendations; and developing course content for *Convergent Media*, *Production Accountants*, and *Business Skills for Producers*. CHRC has also undertaken occupational analyses for certain key occupations in the film and television industry including one for Location Managers, as well as others for: Showrunners, Film and Television Producers, Film and Television Directors, Documentary Filmmakers, and Production Managers.

The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Cultural Human Resources Council and the Government of Canada.



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A Location Manager must be able to...

PROFESSIONAL COMPETENCIES:

A. INTERPRET SCRIPT REQUIREMENTS

- 1. List and describe locations
- 2. Identify unique script requirements
- 3. Confirm director's / designer's vision
- 4. Research landscape, historical, architectural styles

B. SCOUT LOCATIONS

- 1. Identify existing potential options
- 2. Generate new potential options
- 3. Assess location priorities
- 4. Determine general availability of locations
- 5. Present options
- 6. Organize preliminary location visits
- 7. Conduct preliminary scouts
- 8. Verify available budget
- 9. Identify safety and environmental hazards

C. SECURE LOCATIONS

- 1. Determine all departmental needs
- 2. Negotiate terms and conditions of site rental contracts
- 3. Fulfill insurance requirements
- 4. Canvass filming and other affected areas
- 5. Obtain permits
- 6. Finalize contractual agreements
- 7. Conduct technical surveys

D. SCHEDULE USE OF LOCATIONS

- 1. Confirm all departmental needs
- 2. Collaborate on online schedule
- 3. Anticipate weather cover requirements
- 4. Draft location access schedule

E. ORGANIZE SUPPORT LOGISTICS

- 1. Address prep and wrap requirements
- 2. Address security needs
- 3. Address special staffing needs
- 4. Address safety and environmental hazards
- 5. Address neighbourhood issues
- 6. Address parking needs
- 7. Address support facility requirements
- 8. Address garbage removal / recycle requirements
- 9. Address equipment needs
- 10. Address weather induced conditions

F. CREATE AND MANAGE A LOCATION BUDGET

- 1. Estimate site rentals
- 2. Estimate parking costs
- 3. Estimate staffing costs
- 4. Estimate cost of safety and environmental hazard considerations
- 5. Determine equipment costs
- 6. Estimate costs related to neighbourhood issues
- 7. Estimate crew / cast support area costs
- 8. Finalize budget
- 9. Track costs
- 10. Control budget

G. INTERFACE WITH THE PUBLIC

- 1. Deliver notifications to affected areas
- 2. Participate in 'town hall' meetings
- 3. Ensure code of conduct compliance by cast and crew members
- 4. Address unforeseen location specific issues
- 5. Develop personal relationships in the community
- 6. Act as a production liaison

H. MAINTAIN CONTRACTED USE OF LOCATIONS

- 1. Address property owner needs
- 2. Generate payments as per contract
- 3. Comply with contract terms, location protocols and permit requirements
- 4. Address restoration requirements
- 5. Finalize location release

I. COORDINATE LOCATION STAFF

- 1. Assess staffing needs
- 2. Recommend candidates for hire
- 3. Facilitate staff orientation and on-the-job training
- 4. Ensure compliance with labour laws, collective and other contractual agreements
- 5. Establish / revise departmental schedules
- 6. Supervise performance

J. PERFORM ADMINISTRATIVE DUTIES

- 1. Administer electronic / online photo database
- 2. Develop a filing system
- 3. Create and maintain a contact list
- 4. Participate in company safety adherence
- 5. Comply with company procedures for paperwork

K. USE TOOLS AND EQUIPMENT

- 1. Use camera
- 2. Use a word processing software
- 3. Use a spreadsheet software
- 4. Use a photo stitching software
- 5. Use a GPS
- 6. Use a map making software
- 7. Use electronic communication tools
- 8. Use maps
- 9. Use standard office equipment
- 10. Use web browsers
- 11. Drive a vehicle
- 12. Use outdoor gear

GENERAL COMPETENCIES:

L. DEMONSTRATE COMMUNICATION AND INTERPERSONAL SKILLS

- 1. Demonstrate listening skills
- 2. Empathize
- 3. Demonstrate tact and diplomacy
- 4. Demonstrate proficiency in business writing
- 5. Speak in public
- 6. Adapt language to recipient / audience
- 7. Demonstrate leadership
- 8. Demonstrate teamwork skills
- 9. Persuade
- 10. Negotiate
- 11. Resolve conflicts

M. DEMONSTRATE PERSONAL COMPETENCIES

- 1. Demonstrate integrity
- 2. Demonstrate organizational skills
- 3. Demonstrate creativity
- 4. Demonstrate initiative
- 5. Demonstrate confidence
- 6. Demonstrate tenacity
- 7. Demonstrate thoroughness and attention to details
- 8. Multitask
- 9. Demonstrate self-discipline
- 10. Work under pressure
- 11. Demonstrate flexibility
- 12. Solve problems
- 13. Make decisions
- 14. Demonstrate professional discretion
- 15. Project professional image
- 16. Project positive attitude
- 17. Network
- 18. Stay current

The tasks linked to the competencies must conform to applicable laws, regulations and standards.