

# Competency Profile

*LOCATION MANAGERS*

*Film and Television*

*A Competency Analysis*

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# **Recommended Skills for**

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# Location Managers

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## **COMPETENCY PROFILE**

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... AND TO ACCOMPLISH THE PREVIOUSLY DESCRIBED PROFESSIONAL  
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## INTRODUCTION

This document presents the outcomes of an occupational analysis <sup>1</sup> for **LOCATION MANAGERS**.

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, gruelling, 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.

<sup>1</sup> 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 K inclusively) and **General Areas of General Competence** (GACs L and M).
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.

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### CHRC'S EXPERT WORKING GROUP

**Peter Bobras**, Location Manager – ON  
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## SUMMARY – CHART OF COMPETENCIES | 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 oneline 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
11. Address specific production needs

**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. 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 a 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

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**SUMMARY – CHART OF COMPETENCIES | A LOCATION MANAGER MUST BE ABLE TO:**

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## 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 organisational 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

COMPETENCY PROFILE

A LOCATION MANAGER MUST BE ABLE TO ...

A LOCATION MANAGER MUST BE ABLE TO:

**A. INTERPRET SCRIPT REQUIREMENTS**

SKILLS	SUBSKILLS	IMPORTANT ACTIONS	GENERAL COMPETENCIES
<b>1. List and describe locations</b>	<p><b>1.1</b> List day / night, interior / exterior page counts</p> <p><b>1.2</b> Create a location breakdown</p>	<ul style="list-style-type: none"> <li>Note ideas, interpretations while reading script</li> <li>Identify potential “cheats”</li> <li>Draw descriptions directly from script</li> <li>Consolidate scenes by location</li> </ul>	<p>Most critical interpersonal and/or personal skills associated with the competency as a whole</p> <ul style="list-style-type: none"> <li>DEMONSTRATE THOROUGHNESS AND ATTENTION TO DETAILS (M7)</li> <li>DEMONSTRATE CREATIVITY (M3)</li> </ul>
<b>2. Identify unique script requirements</b>	<p><b>2.1</b> Determine limitations</p> <p><b>2.2</b> Propose solutions</p>	<ul style="list-style-type: none"> <li>List departmental needs</li> <li>Assess practicality</li> <li>Prioritize “wish lists”</li> <li>Consult with key creatives</li> <li>Pitch ideas</li> <li>Identify alternate options</li> </ul>	<ul style="list-style-type: none"> <li>DEMONSTRATE CREATIVITY (M3)</li> <li>DEMONSTRATE FLEXIBILITY (M11)</li> </ul>
<b>3. Confirm director’s/designer’s vision</b>	<p><b>3.1</b> Communicate one’s understanding of the script</p> <p><b>3.2</b> Obtain creative clarification</p>	<ul style="list-style-type: none"> <li>Discuss director’s / designer’s vision</li> <li>Present potential location photos based on one’s interpretation</li> <li>Solicit feedback</li> <li>Discuss production limitations</li> <li>Explore creative solutions</li> <li>Assess stage vs. practical locations</li> </ul>	<ul style="list-style-type: none"> <li>DEMONSTRATE LISTENING SKILLS (L1)</li> <li>PROJECT POSITIVE ATTITUDE (M16)</li> </ul>
<b>4. Research landscape, historical, architectural styles</b>	<p><b>4.1</b> Consider specific references in script to period and geography</p> <p><b>4.2</b> Prioritize research avenues</p>	<ul style="list-style-type: none"> <li>Classify potential locations based on relevance</li> <li>Validate one’s findings with creative keys</li> <li>Conduct web-based and other research</li> <li>Canvass appropriate experts in relevant fields</li> </ul>	<ul style="list-style-type: none"> <li>DEMONSTRATE THOROUGHNESS AND ATTENTION TO DETAILS (M7)</li> <li>DEMONSTRATE CREATIVITY (M3)</li> </ul>