



# CHART OF COMPETENCIES

## PRODUCTION MANAGERS

### Film and Television

[www.culturalhrc.ca](http://www.culturalhrc.ca)



CHRC  
Cultural  
Human Resources  
Council

CRHSC  
Conseil  
des ressources humaines  
du secteur culturel

The Cultural Human Resources Council ([www.culturalhrc.ca](http://www.culturalhrc.ca)) is a national organization dedicated to strengthening Canada's cultural workforce and improving the HR environment within the cultural sector. It strives to be at the centre of vision and forward thinking in the area of cultural human resources development. CHRC members include self-employed artists, cultural workers and arts organizations from the many disciplines which comprise the sector.

This **Chart of Competencies** is to be used in conjunction with the **Competency Profile** of the **Production Manager (cinema and television)**. These two documents have been developed by a group of seasoned practitioners in the field of Film and Television production. This exercise has been initiated and coordinated by the Cultural Human Resources Council (CHRC) thanks to the financial support of the Government of Canada's Sector Council Program.

This analysis focuses on the function of **Production Manager (Film and Television)**. However, a good number of the skills that have been identified are also required in a vast range of positions linked to cinema and television film and series production, such as:

- **Producer**
- **Line producer**
- **Assistant production manager**
- **Production coordinator**
- **Assistant production coordinator**
- **Production secretary**
- **Production assistant**
- **Locations manager**
- **Assistant locations manager**
- **Production accountant**
- **Assistant production accountant**
- **Art director**
- **Assistant art director**
- **Post production manager.**

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. On a broader scale, the **Chart** and **Profile** can be used to increase understanding of the unique responsibilities that **Production Managers** have in the cultural sector.



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# A Production Manager

## A. ASSESS FEASIBILITY OF A PROJECT BASED ON A SCRIPT

- 1. Assess project requirements
- 2. Make recommendations

## B. PREPARE AND MANAGE SCHEDULES

- 1. Assess script / storyboard
- 2. Identify and confirm logistic parameters of the project
- 3. Determine script days and other continuity needs
- 4. Determine location / studio needs
- 5. Determine talent needs
- 6. Determine special equipment, visual effects and mechanical effects needs
- 7. Determine stunt needs
- 8. Determine animal, props and special elements needs
- 9. Submit schedule proposals to producer (from pre to postproduction)
- 10. Communicate approved schedules (to all departments)
- 11. Adapt / adjust schedules
- 12. Monitor compliance with schedules

## C. PREPARE AND MANAGE A BUDGET

- 1. Identify financial parameters of the project
- 2. Draft budget
- 3. Present and lock budget
- 4. Communicate budget outline to departments
- 5. Ensure cash flow
- 6. Track costs
- 7. Control costs
- 8. Maintain books
- 9. Obtain authorization for overtime / overages

## D. SET UP AND MANAGE FACILITIES AND LOCATIONS

- 1. Secure local resource people
- 2. Set up production office
- 3. Organize stage facilities
- 4. Secure locations
- 5. Conduct technical surveys
- 6. Satisfy unit requirements
- 7. Ensure talent and crew accommodations
- 8. Set up editing / post facilities
- 9. Satisfy transportation requirements
- 10. Ensure security and safety of facilities and locations
- 11. Ensure maintenance and integrity of facilities and locations
- 12. Wrap locations and facilities
- 13. Secure banking arrangements in foreign locations

# anager must be able to...

## E. SECURE CONTRACTUAL AGREEMENTS

- 1. Facilitate negotiation of completion bond
- 2. Negotiate insurance
- 3. Negotiate contractual agreements with unions and affiliates
- 4. Secure local talent
- 5. Secure contractual agreements with vendors
- 6. Secure clearances

## F. HIRE AND MANAGE CREW

- 1. Confirm size of the crew
- 2. Research potential candidates
- 3. Apply selection process
- 4. Negotiate deal memos with crew
- 5. Orient crew with project
- 6. Handle payroll
- 7. Monitor crew performance
- 8. Resolve grievances / conflicts

## G. PERFORM LIAISON ACTIVITIES

- 1. Facilitate discussion amongst departments
- 2. Establish / maintain relationships with community
- 3. Keep producers informed
- 4. Control media access to the set
- 5. Maintain relationship with unions, guilds and affiliates
- 6. Establish and maintain professional networks

## H. PREPARE AND AUTHORIZE REPORTS

- 1. Ensure dissemination of production documentation
- 2. Approve call sheets
- 3. Approve daily production reports (DPRs)
- 4. Report on cost control
- 5. Report to and inform bonders
- 6. Archive production documentation

## I. ENSURE COMPLIANCE WITH LAWS, REGULATIONS, CONTRACTS AND AGREEMENTS

- 1. Comply with studio rules and regulations
- 2. Comply with union / affiliate agreements
- 3. Comply with individual contract requirements
- 4. Comply with international labor, import-export and immigration laws and regulations
- 5. Comply with government funding regulations
- 6. Comply with labor laws and regulations
- 7. Comply with health and safety regulations
- 8. Comply with fiscal laws and regulations
- 9. Comply with error and omission obligations

*And to accomplish all the preceding tasks, a production manager must be able to :*

## J. USE TOOLS AND EQUIPMENT

- 1. Use word processor
- 2. Use spreadsheet
- 3. Use research tools
- 4. Use communication tools
- 5. Use a scheduling software
- 6. Use a budgeting software
- 7. Use accounting software

## K. DEMONSTRATE MANAGEMENT SKILLS

- 1. Plan
- 2. Organize
- 3. Prioritize
- 4. Delegate
- 5. Exercise leadership
- 6. Anticipate and prevent problems
- 7. Solve problems
- 8. Mediate conflict
- 9. Negotiate
- 10. Make decisions
- 11. Exercise authority
- 12. Demonstrate efficiency
- 13. Conduct interviews
- 14. Conduct meetings
- 15. Multitask

## L. DEMONSTRATE COMMUNICATION SKILLS

- 1. Give / receive feedback
- 2. Listen
- 3. Give clear directions
- 4. Persuade
- 5. Write correspondence (memos, reports, ...)
- 6. Demonstrate interpersonal skills
- 7. Communicate visually
- 8. Select appropriate media and format of communication
- 9. Adapt language / jargon to audience, recipient
- 10. Use / decode body language

## M. DEMONSTRATE PERSONAL SKILLS

- 1. Demonstrate thoroughness and attention to details
- 2. Exercise judgement
- 3. Demonstrate resourcefulness
- 4. Demonstrate endurance
- 5. Work under pressure
- 6. Manage stress
- 7. Demonstrate integrity
- 8. Rely on intuition
- 9. Take initiative
- 10. "Schmooze"
- 11. Be approachable
- 12. Demonstrate flexibility
- 13. Demonstrate analytical skills
- 14. Synthesize information
- 15. Stay current