



CHART OF COMPETENCIES

MUSIC PUBLISHING

www.culturalhrc.ca

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

MUSIC PUBLISHING

Chart of Competencies

The Cultural Human Resources Council (CHRC) (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.

CHRC's Music Industry Steering Committee, which was established in 2004, has undertaken to address training gaps on the business side (not the creative side) of the music industry. It has identified five core functions within the music industry where formal training and professional development are needed: artist management; development, marketing and distribution; publishing; live music production; and recorded audio producing. Occupations which perform these functions include Record Label Managers, Artist Managers, Booking Agents, Music Producers, Promoters, Music Publishers etc.

CHRC is undertaking occupational analyses for all of these functions and developing a national training strategy to ensure that training is available for them.

This Competency Chart on **MUSIC PUBLISHING** was compiled by practicing music publishers, i.e. individuals who take responsibility for exploiting, administering and protecting the repertoires of musical works that they own, or control, on behalf of others. Certain Music Publishers offer artistic direction, career development, and demo production services to the songwriters with whom they work. Often, a Music Publisher organises collaborations for their songwriters (such as bringing together the lyricist and the composer). The Music Publisher is remunerated by sharing with the songwriter the royalties collected by the publisher and derived from his/her musical works. Two national professional associations represent the interests of Music Publishers in Canada: the Association des professionnels de l'édition musicale (APEM) and the Canadian Music Publishers Association (CMPA).

The Competency Chart and Profile can be used by individuals exercising a function in the field of **MUSIC PUBLISHING** 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 exercise has been initiated and coordinated by CHRC thanks to the financial support of the Government of Canada's Sector Council Program.

Individuals exercising a of Music Publishing

PROFESSIONAL COMPETENCIES

A. Find Songs and Writers

- 1. Scout potential talent
- 2. Assess talent and creative potential
- 3. Assess creator's business and earning potential
- 4. Research creator background
- 5. Commission works
- 6. Invest in demos
- 7. Promote company profile

B. Acquire Copyrights

- 1. Prepare a sales pitch
- 2. Define nature of contract
- 3. Provide financing
- 4. Obtain legal advice
- 5. Negotiate contracts
- 6. Execute the agreement

C. Administer and Protect Copyrights

- 1. Establish and maintain global network of subpublishers
- 2. Obtain song delivery
- 3. Register works
- 4. Negotiate adaptations and translations
- 5. Obtain / issue sampling clearances
- 6. Issue licenses
- 7. Monitor use of copyrights
- 8. Address infringement issues
- 9. Resolve claim disputes
- 10. Track income
- 11. Collect royalties
- 12. Distribute royalties
- 13. Execute copyright reversions

D. Exploit and Promote Repertoires

- 1. Research and identify users
- 2. Obtain recording
- 3. Develop sales strategy
- 4. Implement sales strategy

Canada



Cultural
Human Resources
Council

Conseil
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a function in the field must be able to...

GENERAL COMPETENCIES

E. Develop Creator's Talents

- 1. Assist in career goal setting
- 2. Provide creative advice
- 3. Provide mentoring / coaching advice
- 4. Educate creator on industry practices
- 5. Facilitate access to resources
- 6. Facilitate collaborations

F. Print Music

- 1. Create manuscript
- 2. Create a lead sheet
- 3. Subcontract arrangements
- 4. Assemble creative components
- 5. Source printing and / or distribution companies
- 6. Provide print rentals for ensembles
- 7. Source archival publishing

G. Advocate for Intellectual Property

- 1. Lobby governments
- 2. Monitor copyright laws and regulations
- 3. File tariffs via collectives
- 4. Participate in trade associations
- 5. Participate in the negotiation of industry agreements
- 6. Educate users
- 7. Participate in the development of new business models

H. Perform Business Management Duties

- 1. Secure funding
- 2. Plan finances
- 3. Set up banking procedures
- 4. Secure insurances
- 5. Establish and execute bookkeeping procedures
- 6. Manage human resources
- 7. Establish and maintain office space
- 8. Establish and maintain inventory and delivery systems
- 9. Develop and maintain databases
- 10. Establish and maintain a deadline calendar
- 11. Utilize communication and office technologies
- 12. Comply with business laws, regulations and practices
- 13. Comply with reporting and fiscal requirements³

I. Demonstrate Interpersonal Skills

- 1. Practice active listening
- 2. Speak in a clear and concise manner
- 3. Write in a clear and concise manner
- 4. Motivate
- 5. Empathize
- 6. Persuade
- 7. Negotiate

J. Demonstrate Personal Competencies

- 1. Bring passion to one's work
- 2. Demonstrate entrepreneurial spirit
- 3. Display intuition
- 4. Exercise patience and perseverance
- 5. Demonstrate analytical skills
- 6. Demonstrate resourcefulness
- 7. Prioritize
- 8. Make decisions
- 9. Multitask
- 10. Delegate
- 11. Work under pressure
- 12. Demonstrate thoroughness and attention to details