



CHART OF COMPETENCIES

BOOK PUBLISHERS

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Cultural
Human Resources
Council

Conseil
des ressources humaines
du secteur culturel

A Book Publisher

The occupation of Book Publisher covers a wide range of possibilities – from the independent writer who self-publishes to the head of a large publishing company with hundreds of employees. It also includes those who are publishing traditional print editions of books and those who are trying out new ways of content distribution such as publishing on the web and converting the content for use in any number of existing or future devices. Publishers, after all, are in the business of distributing content, and books are only one means of doing that. They must know about the complexities of rights, and understand distribution and marketing; and they must know the global environment with its vast opportunities and challenges.

The Expert Working Group of practising publishers who joined Cultural Human Resources Council (CHRC) in identifying the competencies in this chart had all of these ideas in mind. They asked themselves the question: what competencies does one need to have – or to hire – to publish a traditional book; and what competencies will one need in the near future as the publishing industry evolves, indeed explodes, into new territory shaped by new technologies and globalization?

The 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.

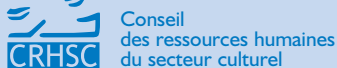
This document presents the outcomes of an occupational analysis (1) for BOOK PUBLISHERS. It identifies the combined competencies that make up the work of BOOK PUBLISHERS.

This **Chart of Competencies** is to be used in conjunction with the **Competency Profile for BOOK PUBLISHERS**.

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.

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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PROFESSIONAL COMPETENCIES :

A. DEFINE THE VISION AND BUSINESS STRATEGY

- 1. Articulate a mandate and a vision
- 2. Identify strengths, weaknesses, opportunities and threats (SWOT)
- 3. Set objectives
- 4. Determine a decision-making process
- 5. Develop a financial strategy
- 6. Develop a human resources plan
- 7. Produce a business plan
- 8. Present a business plan
- 9. Assess performance

B. DEVELOP BOOKS AND PUBLISHING PACKAGES

- 1. Assess proposals
- 2. Coordinate manuscript submission process
- 3. Assess manuscripts
- 4. Commission manuscripts
- 5. Acquire rights to titles from other publishers
- 6. Develop a per title profit and loss study (P&L)
- 7. Develop a manuscript
- 8. Develop a book or a series
- 9. Acquire rights to books from authors or their agents
- 10. Set publishing list and schedule
- 11. Supervise publishing projects
- 12. Develop partnerships and sponsorships
- 13. Perform post-production assessment (post-mortem)

C. EDIT BOOKS

- 1. Select book title / subtitle
- 2. Create bibliographical data
- 3. Perform substantive edit
- 4. Perform review against standards
- 5. Perform copy edit
- 6. Proofread page layout
- 7. Add supplementary materials
- 8. Collect / capture modifications for reprints and new editions

D. PRODUCE BOOKS

- 1. Determine specifications
- 2. Establish and maintain production schedules
- 3. Design book interior
- 4. Design book cover
- 5. Lay out books
- 6. Perform pre-press operations
- 7. Print books
- 8. Archive production files
- 9. Arrange shipping logistics
- 10. Produce electronic editions
- 11. Coordinate reprints

E. PROMOTE BOOKS

- 1. Design sales and marketing strategy
- 2. Solicit reviews
- 3. Create catalogues
- 4. Place excerpts
- 5. Develop partnership promotions
- 6. Develop and execute alternative / guerrilla marketing strategies
- 7. Advertise books and authors

must be able to...



- 8. Create promotional materials
- 9. Create and maintain Web site content
- 10. Create sales materials
- 11. Arrange industry promotional events
- 12. Arrange author events
- 13. Prepare authors for promotion
- 14. Arrange media coverage
- 15. Submit authors and titles for awards

F. SELL BOOKS

- 1. Determine target customer list
- 2. Implement sales strategy
- 3. Solicit orders
- 4. Analyze sales trends and performance

G. DISTRIBUTE BOOKS

- 1. Establish terms of trade
- 2. Maintain inventory level
- 3. Receive inventory
- 4. Store inventory
- 5. Process orders
- 6. Pick, pack and ship orders
- 7. Provide special services and packaging
- 8. Deliver orders
- 9. Process returns
- 10. Service distribution clients
- 11. Distribute e-books
- 12. Service customers

H. MANAGE INFORMATION

- 1. Create and maintain a computer infrastructure
- 2. Complete and maintain bibliographic data
- 3. Create and maintain rights and contracts database
- 4. Create and maintain production database
- 5. Create and maintain sales and marketing database
- 6. Create and maintain editorial and content database
- 7. Distribute and monitor structured bibliographic data
- 8. Create and maintain administrative and financial database
- 9. Analyze information
- 10. Interface with external information systems
- 11. Gather information from outside sources
- 12. Create and maintain Web sites

I. MANAGE RIGHTS AND CONTRACTS

- 1. License translation rights
- 2. License broadcast / dramatization rights
- 3. License territorial rights
- 4. License electronic rights
- 5. Acquire book contracts
- 6. License special format editions
- 7. License merchandising rights
- 8. License partial content rights
- 9. Negotiate contracts with suppliers and service providers
- 10. Negotiate contracts with clients

J. MANAGE HUMAN RESOURCES

- 1. Create and maintain job descriptions
- 2. Recruit staff and free lancers
- 3. Orient staff and free lancers
- 4. Supervise staff and free lancers

- 5. Provide professional development
- 6. Motivate staff and free lancers
- 7. Review performance
- 8. Plan succession
- 9. Administer and maintain employee records and compensation
- 10. Develop and maintain HR policies
- 11. Comply with workplace safety laws and regulations
- 12. Comply with employment standards regulations

K. MANAGE FINANCIAL RESOURCES

- 1. Develop a budget
- 2. Acquire funding
- 3. Acquire insurance
- 4. Negotiate credit with suppliers
- 5. Establish and administer customer credit policy
- 6. Create and maintain an accounting system
- 7. Administer payables and receivables
- 8. Control finances

L. MANAGE PHYSICAL RESOURCES

- 1. Establish an office / a warehouse space
- 2. Secure goods, services and supplies

And to accomplish the previously described professional competencies, A BOOK PUBLISHER must be able to...:

GENERAL COMPETENCIES :

M. DEMONSTRATE COMMUNICATION AND INTERPERSONAL SKILLS

- 1. Practice active listening
- 2. Speak in a clear and concise manner
- 3. Make presentations
- 4. Communicate in writing
- 5. Communicate visually
- 6. Use communication tools and technology
- 7. Give and receive feedback
- 8. Persuade
- 9. Demonstrate credibility
- 10. Work as a team member
- 11. Negotiate
- 12. Network
- 13. Provide guidance and training

N. DEMONSTRATE PERSONAL SKILLS

- 1. Think strategically
- 2. Demonstrate analytical skills
- 3. Demonstrate thoroughness and attention to details
- 4. Exercise leadership
- 5. Make decisions
- 6. Delegate
- 7. Solve problems
- 8. Exercise initiative and resourcefulness
- 9. Conceptualize
- 10. Demonstrate time management skills
- 11. Work under pressure
- 12. Adapt to changes
- 13. Demonstrate sensitivity to regional / cultural differences
- 14. Stay current
- 15. Educate and advocate