

# Publishing a magazine requires the ability to...

## PROFESSIONAL COMPETENCIES:

### A. PROVIDE CONTENT AND DESIGN FOR PRINT AND DIGITAL

- 1. Develop editorial mandate
- 2. Establish editorial guidelines
- 3. Create editorial calendar for the year
- 4. Generate story ideas
- 5. Generate design ideas
- 6. Obtain content
- 7. Curate content
- 8. Conduct reader research

### B. PRODUCE MAGAZINE ISSUES AND DIGITAL CONTENT

- 1. Establish annual production schedule
- 2. Establish production technology
- 3. Establish digital edition process
- 4. Establish web content process
- 5. Establish production archiving procedures
- 6. Maintain quality standards
- 7. Establish press instructions
- 8. Lay out magazine

### C. MANAGE AUDIENCE DEVELOPMENT

- 1. Define targeted audience
- 2. Establish audience development strategy
- 3. Execute retail marketing strategy
- 4. Execute subscription marketing strategy
- 5. Execute marketing strategy for uncontrolled distribution
- 6. Execute retention marketing strategy
- 7. Execute online audience marketing strategy
- 8. Execute marketing strategy for digital content
- 9. Maintain audience database
- 10. Adhere to circulation / audience audit requirements
- 11. Provide customer service

### D. MANAGE DISTRIBUTION

- 1. Establish print and digital distribution methods
- 2. Execute mail distribution methods
- 3. Execute retail distribution
- 4. Execute controlled distribution
- 5. Execute uncontrolled distribution
- 6. Execute digital edition distribution

### E. SELL SERVICES TO ADVERTISERS

- 1. Develop reader profile, rate card and media kit
- 2. Assess market and competitors
- 3. Establish advertising guidelines
- 4. Set sales target
- 5. Market services
- 6. Build relationships with clients
- 7. Secure advertising
- 8. Secure sponsorships
- 9. Develop new service offerings

### F. MANAGE BUSINESS DEVELOPMENT

- 1. Create / revise business plan
- 2. Research trends in information consumption
- 3. Develop print strategy
- 4. Develop digital strategy
- 5. Grow alternative revenue streams

### G. GENERATE ALTERNATIVE REVENUES

- 1. Make optimal use of grant opportunities
- 2. Conduct fund raising activities
- 3. Secure investment sources
- 4. Develop joint ventures

### H. PROMOTE THE BRAND

- 1. Establish brand strategy
- 2. Execute marketing / advertising strategy
- 3. Execute industry relations / public relations branding strategy
- 4. Execute social media branding strategy
- 5. Execute merchandising strategy

### I. MANAGE HUMAN RESOURCES FUNCTIONS

- 1. Develop human resource policies and procedures
- 2. Develop job descriptions
- 3. Recruit staff
- 4. Establish compensation levels
- 5. Orient and supervise staff / volunteers / interns
- 6. Execute performance review process
- 7. Administer professional development policy
- 8. Implement employee recognition program
- 9. Terminate employment

### J. MANAGE FINANCES

- 1. Perform accounting functions
- 2. Establish budgets
- 3. Manage budgets
- 4. Maintain relationships with financial institutions
- 5. Maintain relationships with financial advisors
- 6. Comply with financial best practices

### K. MANAGE BUSINESS OPERATIONS

- 1. Allocate resources
- 2. Maximize efficiencies
- 3. Procure services and products
- 4. Secure facilities and equipment
- 5. Manage information / information technology

### L. COMPLY WITH LAWS AND REGULATIONS

- 1. Comply with copyright laws
- 2. Comply with labor laws
- 3. Comply with tax laws
- 4. Comply with health and safety laws and regulations

## GENERAL COMPETENCIES:

### M. DEMONSTRATE PERSONAL SKILLS

- 1. Display organizational skills
- 2. Demonstrate autonomy
- 3. Demonstrate analytical skills
- 4. Demonstrate flexibility
- 5. Exercise judgement
- 6. Adapt to change
- 7. Work under pressure
- 8. Demonstrate work ethics
- 9. Demonstrate resourcefulness
- 10. Demonstrate passion for one's work
- 11. Demonstrate thoroughness and attention to details
- 12. Make decisions
- 13. Exercise creativity

### N. DEMONSTRATE INTERPERSONAL AND COMMUNICATION SKILLS

- 1. Demonstrate writing skills
- 2. Demonstrate oral skills
- 3. Practice active listening
- 4. Demonstrate teamwork skills
- 5. Negotiate
- 6. Persuade

The Cultural Human Resources Council (CHRC) 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 such as the **magazine industry**, to address the training and career development needs of employers and cultural workers including artists, technical staff, managers and all others engaged professionally in the sector.

The magazine publishing industry is in a state of flux as it responds to the challenges and opportunities of emerging digital technologies and globalization in an information age and a knowledge economy. Meanwhile magazine publishers are racing to keep up with new methods of publishing and distribution in electronic format. As this industry evolves, publishers need new skills and knowledge. Small, medium and large magazine publishing companies have to find their place beside a growing number of self-publishers.

CHRC, in collaboration with Magazines Canada, has developed tools to support the magazine industry including a competency chart and profile for **Magazine Publishing**. This Chart of Competencies identifies the areas of competence required by the work involved in magazine publishing.

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, developing career planning programs and job descriptions.

The Chart of Competencies outlines a series of General Areas of Competence (GACs): major responsibilities or skills related to an area of occupation, in this case, Magazine Publishing; these GACs are further broken down into specific competencies. The Chart is to be used in conjunction with the Competency Profile for Magazine Publishing.

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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## CHART OF COMPETENCIES

## MAGAZINE PUBLISHING

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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