

Competency Profile

MAGAZINE PUBLISHING

A Competency Analysis

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Recommended Skills for Magazine Publishing

COMPETENCY PROFILE

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*AND ACCOMPLISHING THE PREVIOUSLY DESCRIBED PROFESSIONAL
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INTRODUCTION

This document presents the outcomes of an occupational analysis¹ for the **MAGAZINE PUBLISHING FUNCTION**. It identifies all the tasks that must be performed to publish a magazine. Some specific duties and / or tasks associated with this function may vary according to the size of organizations and these variations have been considered in this analysis

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.

The Cultural Human Resources Sector Council (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 center 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 **Competency Profile** is to be used in conjunction with the **Chart of Competencies for the Magazine Publishing function**.

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.

To order CHRC publications, visit <http://www.culturalhrc.ca> or write to info@culturalhrc.ca

¹ The expressions 'occupational analysis' and 'competency profile' are used interchangeably in this document.

BACKGROUND

There is currently very little formal training for magazine publishers. This training gap is a serious HR issue. While magazine publishers (the employers in the industry) have up to now entered the industry without specific training, it is becoming more and more difficult to do so in an increasingly global and highly competitive environment.

Employers of small and medium magazine publishing companies in particular feel ill prepared to manage and transform their businesses in the context of the changes that the industry is undergoing. As well as providing jobs for writers, designers, editors etc. and important vehicles of cultural expression, they provide the pool of skilled talent from which the larger magazine publishers draw.

Magazines Canada, the employer association for the magazine publishing industry, has called for a formal, professional approach to training for magazine publishers. CHRC has sought and obtained funding to undertake a skills analysis for the Magazine Publishing function, an essential step toward strategic skills development and solid course curriculum.

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 L inclusively) and **General Areas of General Competence** (GACs M and N).
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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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 HR 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 labour 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 COMMUNICATIONS SKILLS

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

COMPETENCY PROFILE

PUBLISHING A MAGAZINE REQUIRES THE ABILITY TO ...

PUBLISHING A MAGAZINE REQUIRES THE ABILITY TO:

A. PROVIDE CONTENT AND DESIGN FOR PRINT AND DIGITAL

SKILLS	SUBSKILLS	IMPORTANT ACTIONS	GENERAL COMPETENCIES
1. Develop editorial mandate	1.1 Determine editorial goals and purpose	<ul style="list-style-type: none"> Consider available resources Obtain direction from stakeholders 	Most critical interpersonal and/or personal skills associated with the competency as a whole <ul style="list-style-type: none"> PRACTICE ACTIVE LISTENING (N3) DEMONSTRATE TEAMWORK SKILLS (N4)
	1.2 Assess market opportunities	<ul style="list-style-type: none"> Analyze reader/market research Consult with audience development department Consult with ad sales department 	
2. Establish editorial guidelines	2.1 Devise contributor guidelines	<ul style="list-style-type: none"> Determine expectations of writers Establish policies around contributor payments Determine house style guide 	<ul style="list-style-type: none"> PRACTICE ACTIVE LISTENING (N3) DEMONSTRATE TEAMWORK SKILLS (N4)
	2.2 Establish copyright protocols	<ul style="list-style-type: none"> Consult with publisher Assess industry standards Assess repurposing opportunities 	
	2.3 Establish edit and ad standards	<ul style="list-style-type: none"> Research industry standards Propose editorial and ad standards Finalize with editorial department Finalize with ad sales department 	
3. Create editorial calendar for the year	3.1 Consider possible themes and content	<ul style="list-style-type: none"> Conduct internal brain storming Assess editorial history Assess seasonal interest Assess potential timely content Assess editorial inventory 	<ul style="list-style-type: none"> DEMONSTRATE ANALYTICAL SKILLS (M3) EXERCISE JUDGEMENT (M5)
	3.2 Analyze market and reader research	<ul style="list-style-type: none"> Assess magazine content trends Obtain information from ad sales department Obtain information from audience development department Obtain information from contributors 	