Screen Guilds
of Ireland

Competency
Framework

Fís Éireann
Screen Ireland

Screen Guilds
of Ireland

Foreword

The screen industry in Ireland is experiencing a wave of expansion and growth and Fís Éireann/Screen Ireland (Screen Ireland) is committed to continued investment in the talent and skills required for the future success of the industry.

Screen Ireland recognises that further expansion must be grounded in a clear and solid commitment to the principles of sustainability – one that is socially inclusive, environmentally responsible and economically resilient.

The ongoing development and expansion of the screen sector workforce must factor in wellbeing, mental health, dignity in the workplace, and equal opportunities for all.

Within this context, Screen Ireland were delighted to support Screen Guilds of Ireland through the Screen Stakeholders Funding Scheme to develop the Competency Framework for crew.

The development of the Competency Framework was a considerable endeavour that involved in-depth engagement with 17 crew guilds over an extended period of time. The resulting document will be an invaluable resource for the sector going forward – a resource developed by crew, for crew.

The Competency Framework will assist the sector in many ways. It will provide a template for tracking skills, personal and career development for crew. It will enhance access opportunities and recruitment practices. It will clarify progression routes and pathways for career development and it will support better retention of talent within the sector. Furthermore, it will help third level and other training providers to enhance their current provision and develop new curricula that is better aligned to the actual job roles as they operate within the industry.

The Competency Framework is a live document and we are committed to monitoring and updating it when required to ensure it remains relevant in an ever-changing industry.

Screen Ireland would like to acknowledge all of those who contributed to the development of the Competency Framework, especially the many crew guild members who contributed their time and efforts.

Screen Ireland would also like to thank Jess Drum and Pippa Robertson at Screen Guilds of Ireland and Emer MacAvin for their enthusiasm and commitment to the project from the outset and for their tenacity in steering the project to a successful conclusion.

Gareth Lee
Skills Manager
FÍs Éireann/Screen Ireland

Introduction

What is a **Competency Framework?**

From the executive level to the employee level there are always clear nuances that set one industry apart from the other; these are often described as competencies – the various behaviours, skills, experience, knowledge, abilities, personality traits, attributes and motivators that contribute to someone performing well in their role within the organisation or sector. Competencies can be applied to all job functions/roles and at all grades/levels. The Competency Framework creates a foundation for future initiatives such as building career paths, designing personal development plans and driving data-based decisions surrounding skills and training.

Each Role	Teams/ Departments	Productions/ Organisations	Industry
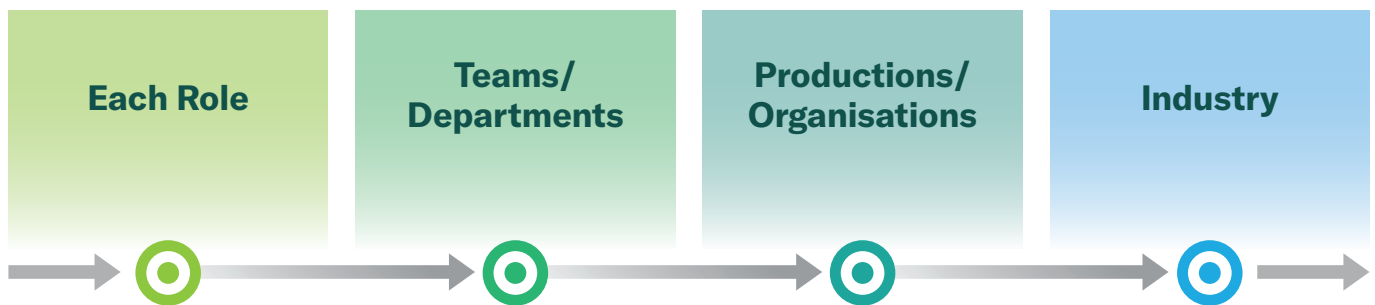
This Competency Framework is designed as a learning resource and guide to give direction to personal and career development and enable access to relevant learning and development opportunities within the sector.

The Framework is not a legally binding document and does not constitute contractual terms for the purposes of HR and/or employment matters nor is it an implied term within the various contracts of employment and contracts for service that exist within our sector.

Whilst the Competency Framework is designed to be comprehensive and to apply to all Guilds and departments, it does not by its nature cover any prerequisites or legal requirements associated with any particular role. For example, some job roles within the sector may require the individuals to have an up to date Set Pass certificate and there may be additional health & safety and other technical qualifications that are relevant to a given role. These are matters for the employer and the employee or contractor and are not covered within this document.

The newly published Health & Safety Guide, which can be found here…
https://www.screenireland.ie/ images/uploads/general/Screen_ Ireland_Health_and_Safety_ manual.pdf
…provides some further guidance and detail on qualifications linked to Health & Safety for different crew roles.

Screen Guilds of Ireland and Screen Ireland have made this document widely and publicly available to promote learning and development within the industry. The ownership of this material and this Competency Framework rests jointly with Screen Guilds of Ireland and Screen Ireland. Where this document or extracts from this document are copied and/ or reproduced elsewhere, the source must be acknowledged.

Who are the
active stakeholders?

This project involved a number of key stakeholders, many of whom had direct input into the project and the development of this Framework. These stakeholders are:

Primary Stakeholders

Crew and their Guilds, as authors of the Competency Frameworks and primary beneficiaries.

Screen Ireland

The national development agency for the Irish film, TV, and animation sectors. Screen Ireland is also responsible for the attraction of inward investment and promotion of the sector at major festivals and markets.

Screen Ireland oversees the skills development requirements linked to the Section 481 film tax credit; and invests in people and skills development for the screen sectors in Ireland, through the design, development and delivery of industry-focused skills development initiatives encompassing film, TV, animation, games and VFX, for all roles from new entrants to company leaders.

Screen Producers Ireland (SPI)

Producers, Line producers and Production Managers in their role as employers and management

Education Providers & Training Bodies

Including but not limited to Colleges, Universities and Skillnets.

We want to thank all our stakeholders for the time and effort that they have put into creating this Framework.
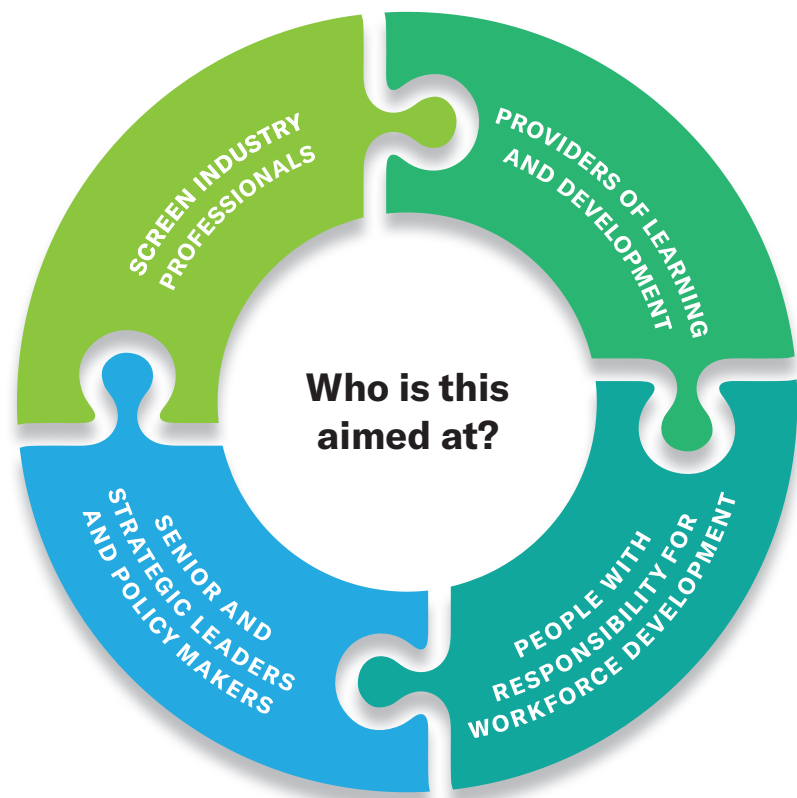
Why develop a **Competency Framework** for the Screen Guilds of Ireland?

The expansion of the Film Industry needs to be met with a clear strategy for recruitment, retention, and development of skilled crew. A well-structured and well-defined Competency Framework plays a key role in achieving this common objective of all industry stakeholders.

The core aim of the Competency Framework is:

- To help identify and address skills gaps.
- To further develop strengths and critical skills.
- Clarifying pathways for career development.
- Act as a resource for course/ curriculum development that is better aligned with the reality of actual roles within the sector.

Although this Competency Framework has been developed by Screen Guilds Ireland, it is intended for use by all those who currently work in the Film and TV sector in Ireland as well as those who are interested in working in the sector and not just for the members of Screen Guilds of Ireland.

SCREEN INDUSTRY PROFESSIONALS

PROVIDERS OF LEARNING AND DEVELOPMENT

Who is this aimed at?

SENIOR AND STRATEGIC LEADERS AND POLICY MAKERS

PEOPLE WITH RESPONSIBILITY FOR WORKFORCE DEVELOPMENT

Methodology

The development of the Competency Framework was broken down into 3 stages, in collaboration with Screen Ireland and supported by Screen Ireland.

1. The Preparation Phase:

Screen Guilds of Ireland in a coordinated and collaborative approach, held focus group meetings with all departments and agreed the Competency Framework clusters.

2. The Development Phase:

Each Department identified the specific technical skills related to each of the job roles specifically around the Competency Framework.
The development phase was broken down into the following tasks:
a) Review existing Occupational Profiles
b) Develop Technical Competencies
c) Work with a Human Resource Management (HRM) consultant to develop behavioural competencies.
d) Finalise approval from each Guild.
e) Review of complete Competency Framework with the HRM consultancy.

3. The Continuous Review Phase:

Competency Frameworks are the starting point to define standards required to work effectively at each career stage. With the frameworks in place, the Guilds can focus on an in-depth analysis of each of the key tasks, behaviours and competencies and the identification of best practice models. The Competency Framework will continuously be evaluated and updated as technologies and roles evolve overtime.

Language in use within the Framework:

Screen Ireland and the Screen Guilds of Ireland promote inclusive language and practices that support the development, engagement with, and inclusion of all talent within the sector irrespective of sex, gender, sexual orientation, race, disability, social class, marital status, and age. The language used in this Framework document was specifically designed to reflect the language used within the work environment of the screen sector as the Competency Framework was tailored to the needs of our sector. The language is also reflective of the actual experience of working in certain roles within the sector and is not intended to exclude anyone. For example, we have used the term 'Best Boy' in this document as it is in common use, but this does not imply that the role is intended for men only.

Project Deliverables
and Exclusions

This Competency Framework aims to clearly define each role within the department, it does not however set out to dictate the upgrade procedure within each department. The Competency Framework serves solely to create a road map or career pathway for each role and to aid in determining ongoing training and development needs.

Review
of the Competency Framework

This is the first publication of the Competency Framework. It is intended to be a living document that evolves as the industry and the needs of the industry grow and change. During the first 3 months after publication, we will collate any initial feedback from the Guilds and our stakeholders and publish a revised 2022 version.

Thereafter, we intend to review and update this Framework on an annual basis. To ensure consistency and enable all Guilds to be confident that they have access to the current version of the Framework, all proposed changes to the Competency Framework must be made through Screen Guilds of Ireland with input from Screen Ireland.

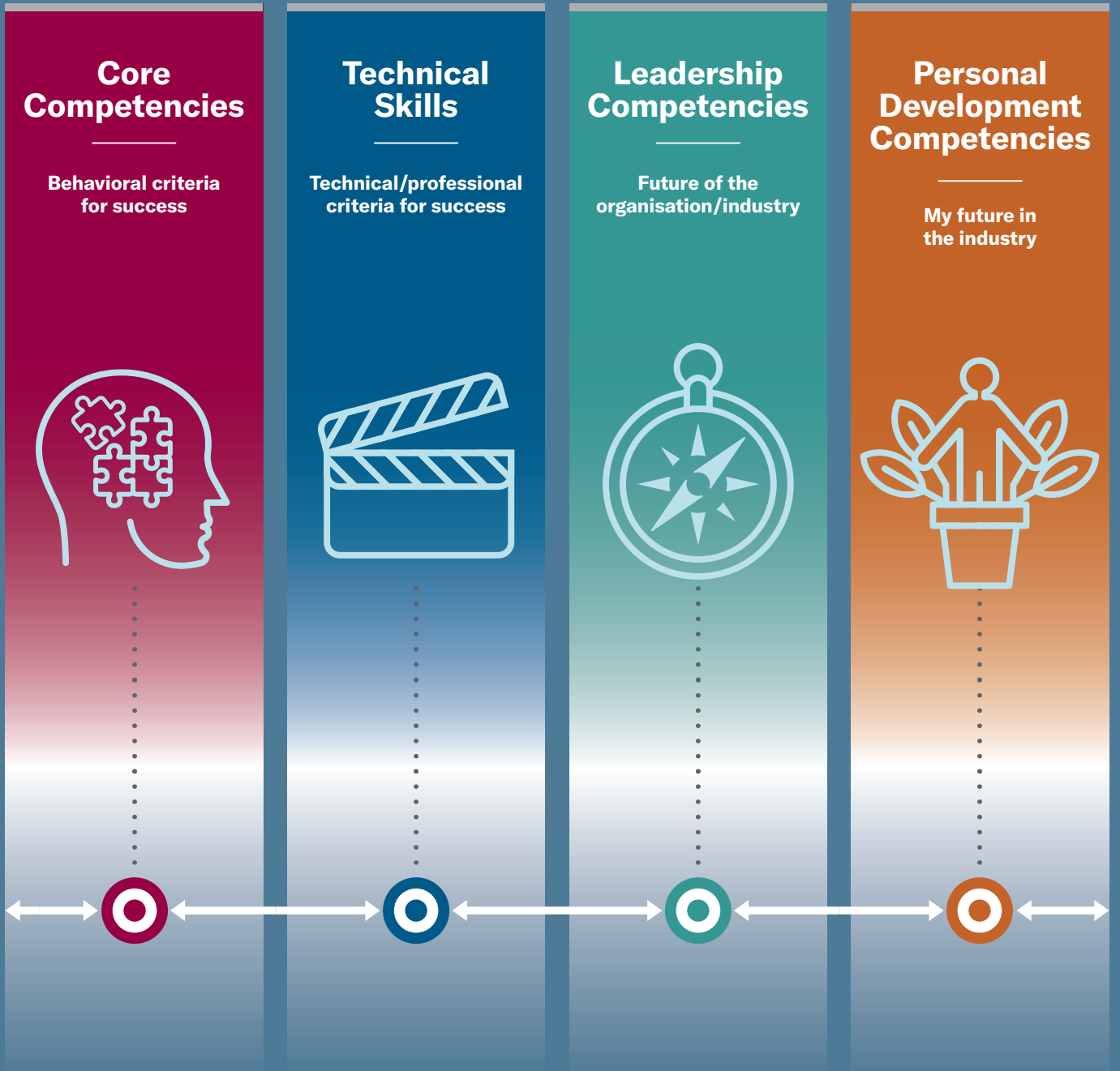Proposed changes to this Framework can be emailed to **admin@sgi.ie** and **info@screenireland.ie**

Core Competencies

Behavioral criteria for success

Technical Skills

Technical/professional criteria for success

Leadership Competencies

Future of the organisation/industry

Personal Development Competencies

My future in the industry

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Introduction
to the Competency
Framework

1.1

Summary Purpose
of our Competency Framework

The aim of the Competency Framework is to identify the effective behaviours and critical skills for all roles within each department that link to the strategic objectives for the industry.

These objectives centre around:

Primary Stakeholder, Crew and their Guilds, as authors of the Competency

- The need to respond to growth in the industry and future proof the industry in Ireland
- The need to address skills gaps across the industry
- The need to develop capability strengths across the industry
- The need to provide clarity on career paths in the industry.

The project team have identified a sectoral Competency Framework as a tool to support the delivery of:

- Identification of the requirements of key/typical roles in the industry
- Identification of skills gaps and training needs
- Identification of 'what' each role does and 'how' each role should be done
- Development of clearer career paths within the industry

1.2

Definitions

Competency Frameworks can mean different things to different organisations. The Framework which has been designed by Adare Human Resource Management is based on the following understanding of the key terms:

COMPETENCY-COMPETENCIES
'Critical behaviours' that are demonstrated by individuals when undertaking job related tasks effectively or that are demonstrated by highly performing individuals. We have used this definition from this point forward in this report.

BEHAVIOURAL INDICATORS
These describe the positive, observable behaviours that are demonstrated by high performing individuals in each role. These indicators can be written for each career level in this Framework and describe the behavioural and skill development of individuals across their career.

COMPETENCY FRAMEWORK
This is a structured library that holds and organises the competencies. This structure sets out the key competencies as skills to be developed across a career and provides a tool for all Guilds and Departments to draw from.

COMPETENCY CLUSTER
A competency cluster is a collection of closely related competencies. In this Framework there are four Competency Clusters:

Core Competencies – these are the behaviours that are critical for success and high performance in the industry more generally and that should be developed proactively throughout a career.

Technical Skills – these are the key technical or function specific skills that will vary from role to role, Guild to Guild, and Department to Department. A sample is provided in this draft Framework. The Guilds will need to undertake further work on this element to ensure the content is aligned to specific roles.

Leadership Competencies – these are behaviours that are critical for success in leadership roles across the industry. They are normally developed overtime and before an individual achieves a leadership role. These competencies will be highly valued by experienced and expert professionals even if they choose not to pursue a formal leadership role.

Personal Development Competencies – these are specific behaviours and skills that support proactive personal development in the industry.
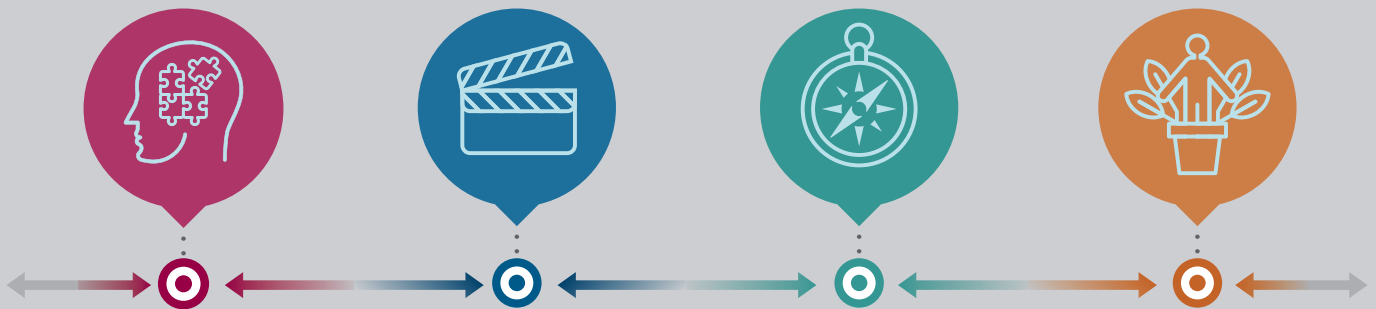
1.3

Structure
of the Competency
Framework

Core Competencies and Role Specific Competencies

The Framework comprises four key competency clusters:
- **Core Competencies;**
- **Technical Skills;**
- **Leadership Competencies;** and
- **Personal Development Competencies.**

Under each cluster of competencies there are a number of specific competencies or skills that go to make up the full range of that cluster. Individuals are not expected to work on all competencies at any one time, but to use this tool to reflect and develop a plan for their continued development across their career.


Core Competencies	Technical Skills (Sample - Role Specific)	Leadership Competencies	Personal Development Competencies
Behavioural criteria for success	Technical/Professional criteria for success	Future of the organisation/industry	My future in the industry
• Creative Thinking • Adaptability to Change • Problem Solving and Decision Making • Collaboration and Team Culture • Planning and Prioritising • Dedication and Resilience • Communication	• Digital Skills • Basic Coding Principles • Understanding of Set Etiquette • Familiarity with Technical Terminology and Jargon • Camera Knowledge • Understanding 'Crossing the Line' • High Speed Drawing Skills • Efficient Delivery of Tasks • Health and Safety Knowledge	• Managing People • Strategic Thinking • Integrity, Trust, and Respect for Others • Inspirational Leadership • Mentoring and Coaching • Innovation • Managing Finance	• Listening and Observation • Self-Awareness • Proactive Learning • Freelancer Skills • Managing Wellbeing • Industry Knowledge

1.3

Career Levels and The Competency Framework:

The behavioural and skill indicators within each competency are divided into separate levels to reflect the different degrees of requirement across a career.
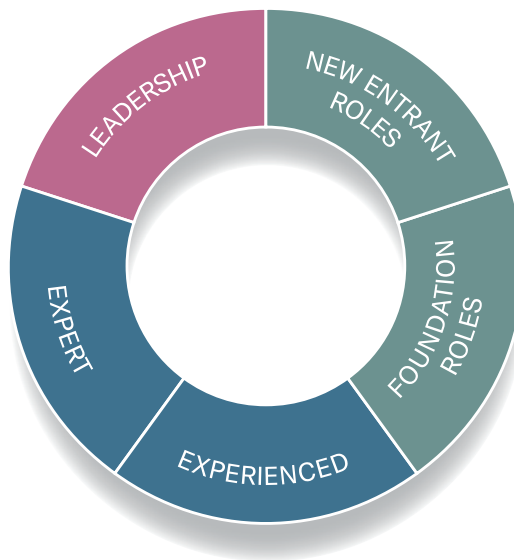
New Entrants:

This is the threshold level and the basic level that would be expected and required to do the job. It represents a minimum standard which will be built upon as the person learns and progresses through their role and their career.

Foundation/Trainee Roles:

This level implies that a certain level of learning and role development has taken place, typically in trainee or first promotion roles. At this level, the person is expected to demonstrate more behaviours and skills confidently and competently.

Experienced:

As the individual is now proficient and proactive in many aspects of their role or they have moved on in the level of roles they undertake, they are capable of acting as a good role model for the required behaviours and skills. Their sectoral understanding has developed strongly, and they are a sought-after practitioner in their technical or functional area.

Expert:

This level means that the individual is expected to demonstrate relevant behaviours and technical skills at an advanced level. This means that they are capable of training and coaching others on the behaviours and skills required, challenging behaviours which are below acceptable standards, and creating a supportive environment to ensure that all have the opportunity to reflect on, develop and demonstrate the appropriate behaviours. They will have developed several strong Leadership traits even if they are not in a particular leadership role or have no desire to undertake a leadership role.

Leadership/Head of Department (HOD):

This level means that the individual is competent in a broad range of complex technical or professional work activities as well as demonstrating strong leadership behaviours. The individual may not always be in a specific leadership role, but they will have substantial autonomy and significant responsibility for the work of others and for the allocation of substantial resources feature strongly, as do personal accountability for analysis and diagnosis, project planning, project execution, and project evaluation. In addition, they will be highly regarded in their own field as well as having a wider perspective and contribution across the whole industry.

It is important to note that different roles will comprise a hybrid of competencies and the level of behaviours and skills required may differ. It is not a definition of success for the Framework that all crew members should aspire to or be developed to reach leadership level. Success is also becoming an expert in a particular Guild Department or field. It is also important to note that if you are required to demonstrate behaviours at Experienced Level, for example, you are also expected to demonstrate the behaviours outlined at the New Entrant and Foundation levels for that competency or skill. Each level builds on the behaviours and skills of the previous level.

02

Comptency Framework Table

Core Competencies	Technical Skills (Sample - Role Specific)
• Creative Thinking • Adaptability to Change • Problem Solving and Decision Making • Collaboration and Team Culture • Planning and Prioritising • Dedication and Resilience • Communication	• Digital Skills • Basic Coding Principles • Understanding of Set Etiquette • Familiarity with Technical Terminology and Jargon • Camera Knowledge • Understanding 'Crossing the Line' • High Speed Drawing Skills • Efficient Delivery of Tasks • Health and Safety Knowledge
Leadership Competencies	Personal Development Competencies
• Managing People • Strategic Thinking • Integrity, Trust, and Respect for Others • Inspirational Leadership • Mentoring and Coaching • Innovation • Managing Finance	• Listening and Observation • Self-Awareness • Proactive Learning • Freelancer Skills • Managing Wellbeing • Industry Knowledge

3.1

Behavioural
criteria
for success

Core Competencies

3.1

Core	1. Creative Thinking	
Description	**Thinking about a situation, problem, or work requirement in a new and fresh way. Using different perspectives to generate new ideas and creative ways to address work challenges.**	
New Entrant	✔	You see challenges and requirements from a new perspective to come up with a new idea or way of doing things.
Foundation Trainee	✔	You see challenges and requirements from a new perspective to come up with a new idea or way of doing things.
Experienced	✔	You coach others in creative techniques.
	✔	You create an environment where creative thinking is welcomed when appropriate to generate a better-quality result.
	✔	You welcome and publicly value the creative thinking of others.
Expert	✔	You use your role and industry experience to think around a work problem or situation to create new options on how these might be addressed.
	✔	You have the ability to come up with alternatives that are relevant to the situation and are valued by others.
	✔	You can evaluate your new ideas and the ideas of others to ensure that new thinking leads to high standard results.
Leadership HOD	✔	You carefully assess the risks and sensitivities in making certain decisions and discuss these with appropriate people while respecting confidentiality requirements.
	✔	You demonstrate the ability to solve complex problems creatively, creating effective and innovative solutions.
	✔	You identify potential obstacles or barriers that may impede/prevent a particular solution or course of action and you take the appropriate steps to overcome/address these.
	✔	Where possible, you generate new insights and a range of workable solutions to understanding such situations.
	✔	You encourage others to think creatively about the work challenges that they face.

3.1

Core	2. Adaptability to Change
Description	**Responding to, supporting, or initiating change which will enable the achievement of the project objectives. Listening to colleagues and others, considering their views, and responding positively and flexibly to rapidly changing environments.**
New Entrant	✓ You respond positively to effective changes in your practice and on your project.
Foundation Trainee	✓ You change your viewpoint and are proactive in light of changing circumstances or new information. ✓ You support effective changes in the project and communicate them positively to others. ✓ Where possible you assist others; individuals and colleagues to deal with change.
Experienced	✓ You recognise the need for change and encourage others to do likewise. ✓ You identify opportunities for change in line with best practice and/or provide constructive feedback on other proposed changes. ✓ You analyse the situation, practice or system that requires change and propose solutions. ✓ You seek authorisation for the proposed solution and implement change, ensuring that those affected are aware of the change and it is within your competence to deliver the change. ✓ You demonstrate a positive attitude in proposing and supporting change.
Expert	✓ You encourage others to identify opportunities for change in their roles and professional practices. ✓ You actively support individuals to identify and communicate any additional resources, support, or expertise they need to adapt to and manage the change. ✓ You continually look for improvements to be made in your own area of expertise. ✓ You help to minimise disruption when implementing changes.
Leadership HOD	✓ You are instrumental in bringing about change, in line with the requirements of the project, department, or Guild. ✓ You communicate changes in a clear and positive way, understanding that some people may be fearful of change and require additional support. ✓ You effectively highlight the need for change providing leadership and direction throughout the change process. ✓ You provide direction and focus during ambiguous or chaotic circumstances. ✓ You evaluate change by encouraging feedback and building on this to ensure the success of the change. ✓ You foster an environment that embraces change positively. ✓ You act as a role model for change.

3.1

Core	3. Problem Solving and Decision Making
Description	**Analysing information and situations accurately and drawing appropriate solutions. Defines the problem correctly, can decide on what data and information to collect to identify the problem cause. Looks beyond obvious solutions and can draft appropriate solutions to make an informed decision.**
New Entrant	✓ You break problems down simply and logically into achievable steps. ✓ You reach out to more experienced colleagues to understand how to solve problems. ✓ You learn quickly from listening and problem-solving activity. You solve problems with guidance from your supervisor and/or team.
Foundation Trainee	✓ You analyse the information to hand accurately and/or seek additional information or inputs to enable you to problem solve. ✓ You articulate both sides of solution – you can see the pros and cons of a given solution. ✓ You make decisions following an analysis and assessment of the available, practical options. ✓ You increase the number of problems you can solve with guidance from their supervisor and/or team.
Experienced	✓ You solve problems collaboratively with your team. ✓ You spot potential difficulties in solutions and bring these to the attention of appropriate colleagues. ✓ You identify the key issues in ambiguous information or complicated situations. ✓ You obtain specialist assistance where you are unable to make a reasonable judgement based on your own experience or knowledge. ✓ You use your reasoning to identify the root cause of a problem. ✓ You recognise the effect a problem will have on the future (you see cause and effect relationships). ✓ You use common sense and refer to existing practices and procedures to solve a problem whenever possible.
Expert	✓ You carefully assess the risks and sensitivities in making certain decisions and discuss these with appropriate people while respecting confidentiality requirements. ✓ You demonstrate the ability to solve complex problems creatively, creating effective and innovative solutions. ✓ You identify potential obstacles or barriers that may impede/prevent a particular solution or course of action and you take the appropriate steps to overcome/address these. ✓ Where possible, you generate new insights and a range of workable solutions to understanding such situations. ✓ You encourage others to think creatively about the work challenges that they face.
Leadership HOD	✓ You help others to identify, analyse and select options by leading by example and providing the space and time for them to do so. ✓ You objectively evaluate all information presented in line with individual wishes and organisational and legal requirements and you coach and encourage others to do the same. ✓ You demonstrate reflective practice and create an environment where colleagues learn from problem solving rather than focus on blame. ✓ You encourage problem solving behaviour in teams and give positive and constructive feedback when such behaviour is demonstrated. ✓ You use the contribution of others to re-focus on problems and issues to open up a new array of possible options.

3.1

Core	4. Collaboration and Team Culture
Description	Builds effective working relationships quickly and successfully; co-operates with others and earns their respect. Helps to create a sense of team spirit through encouraging others, providing support, and offering constructive feedback. Works collaboratively with other colleagues from other Guilds to achieve the project outcomes.
New Entrant	✓ You complete your commitments to other team members effectively. ✓ You are proactive in building working relationships across the team/Guild. ✓ You react positively to requests for help and support.
Foundation Trainee	✓ You carry out your commitments according to overall work priorities. ✓ Where you cannot complete any commitments within the timescales specified, you immediately inform appropriate team members. ✓ You cooperate and collaborate proactively to meet team and/or project goals.
Experienced	✓ You contribute to the establishment of lasting working relationships. ✓ You ensure that you value and respect other individuals in the team or project and promote inclusiveness. ✓ You contribute to developing a team environment which is trusting and supportive. ✓ You are able to manage any conflict or disagreements which may arise without taking offense and work collaboratively in the interests of the team or project to resolve the conflict, seeking additional advice and support as appropriate. ✓ You openly share information and knowledge with the appropriate people at the right time.
Expert	✓ You offer supportive and constructive assistance to other team members. ✓ You are committed to building good working relationships with the team on the project or your growing Guild networks. ✓ You present suggestions and offer ideas and information to benefit others. ✓ You identify the potential for conflict and deal fairly and effectively with conflict in the team. ✓ You seek the opinions and ideas of colleagues. ✓ You recognise every individual has a unique perspective and value their contributions. ✓ You encourage a cooperative team approach to handle workloads and overcome difficulties.
Leadership HOD	✓ You acknowledge and take account of others' views and opinions, communicating constructively, fairly, and inclusively. ✓ You provide individual and team feedback in an environment, form and manner that is most likely to maintain and improve performance and which respects team members and the need for confidentiality. ✓ You develop relationships that ensure the participation of all team or project members. ✓ Your actions and behaviours provide a role model of good practice for effective team working. ✓ You celebrate successes by acknowledging team contributions and ensuring that credit falls where it is due. ✓ You are respectful of your colleagues and create an environment where all members of a team or project are treated with respect.

3.1

Core	5. Planning and Prioritising
Description	**Works to optimise outputs and impacts using available resources while identifying potential constraints. Plans and completes work to agreed standards. Exercises effective time management.**
New Entrant	✔ You schedule each day's activities to use time effectively. ✔ You organise your time to enable you to complete work activities according to team or project agreed requirements and to meet individuals' needs, preferences, and abilities.
Foundation Trainee	✔ You report on any difficulties you have had in completing your work activities within the allotted timescales and according to individual's needs, preferences, and abilities. ✔ You raise plan difficulties with the appropriate person. ✔ You proactively plan your own work to meet team or project goals. ✔ You are aware of the workloads and workflows of other colleagues.
Experienced	✔ You balance your own duties and responsibilities with the needs, preferences and abilities or other team or project members with whom you are working. ✔ You create comprehensive plans which deliver on specific objectives. ✔ You identify the resources required to achieve the plans. ✔ You think ahead and attempt to identify potential problems and factors which may arise, raising these with the appropriate person in order to address the issues. ✔ You have complex day plans to ensure the efficient and effective use of time on set.
Expert	✔ You set realistic timescales and monitor the progress of plans and adapt as necessary. ✔ You know when to be detail oriented and when to take a wider perspective. ✔ You develop plans for your own area of responsibility, ensuring input from appropriate colleagues. ✔ You communicate those plans to team members affected by them. ✔ You acknowledge when you are overburdened and seek assistance where required.
Leadership HOD	✔ You proactively raise deviations (actual or potential) from plans with appropriate personnel and work to find ways to address these. ✔ You coach others on effectively planning and organising their workload ensuring they take account of individuals' preferences. ✔ You help resolve conflicts which may arise as staff endeavour to balance their own responsibilities with individual needs, preferences, and abilities. ✔ You anticipate the impact of environment and situations on projects and plans and how to compensate for unexpected situations. ✔ You develop strategic plans for your own area of work which aim to deliver long-term objectives.

3.1

Core	6. Dedication and Resilience
Description	**Demonstrates a passion for the industry and a specific set of technical skills within the Guilds. Willing to keep persevering and learning new technical skills to build a level of expertise and a career in the industry.**
New Entrant	✔ You demonstrate a keen interest in the roles in the industry and/or specific Guild. ✔ You display/act with energy and enthusiasm, seeing challenges as opportunities for helping others.
Foundation Trainee	✔ You listen and observe the good industry practice going on around you. ✔ You know the right time aside to discuss your questions with your supervisor. ✔ You are not afraid of admitting that you do not know how to perform a task or achieve a particular objective and you keep asking and learning until you do. ✔ You stick with problems until they are resolved and encourage others to do likewise. ✔ You help individuals who may have experienced a setback in their progress not to feel discouraged and to focus on areas where improvements have taken place. ✔ You remain calm even in difficult situations.
Experienced	✔ You express your own ideas openly and encourage others to do the same. ✔ You help individuals who may have experienced a setback in their progress not to feel discouraged and to focus on areas where improvements have taken place. ✔ You maintain objectivity and a calm approach when under severe pressure. ✔ You persist with objectives over the longer term and keep setbacks in perspective. ✔ You help others to remain calm and focused on the problem at hand.
Expert	✔ You keep confidences and promote the value of trust and respect for personal confidences throughout the organisation. ✔ You conduct yourself in such a manner as to ensure a working environment that promotes, respects, and upholds the dignity of all staff members and those with whom you come into contact in the course of your work. ✔ You ensure that all information in the organisation recognises and promotes equality and diversity of individuals and staff, and take appropriate action with any information that is discriminatory in any way. ✔ You work with your colleagues to identify aspects of the environment, practice and behaviour that are beneficial to creating an inclusive culture for everyone. ✔ You modify a strongly held position in the face of contrary evidence. You challenge behaviours that violate principles of justice and fairness.
Leadership HOD	✔ You work to promote a positive attitude throughout the team or project. ✔ You encourage colleagues to help individuals identify their strengths and focus on their progress, despite any setbacks which may have occurred. ✔ You provide support to colleagues who may be experiencing stress or discouragement and encourage team members to support each other. ✔ You endeavour to recognise the symptoms of stress or burn-out in colleagues even when they are unaware, and you provide support in a sensitive and practical manner.

3.1

Core	7. Communication
Description	**Communicates effectively with others using the range of methods and tools available to them within their environment; in both individual and group settings, with co-workers, persons served and other stakeholders.**
New Entrant	✓ You ensure that your method of communication is appropriate and timely, advising others of relevant messages at the appropriate time. ✓ You seek additional advice to support people's questions and concerns that are beyond your competence to deal with.
Foundation Trainee	✓ You communicate effectively with your colleagues on a project amongst the Guilds. ✓ You ask appropriate questions to gain consistent and detailed information from your colleagues. ✓ You communicate issues to the project leader or other project colleagues to ensure that issues are resolved, and the project is kept on track. ✓ You use appropriate interpersonal skills to ensure factual, honest, and open communication. You actively listen to others and take on board their opinions and needs.
Experienced	✓ You check your own understanding and that of others to ensure that the message has been received. ✓ You adjust your communication style to suit the situation or the person. ✓ You adopt a patient, calm and tactful approach when dealing with people.
Expert	✓ You communicate both simple and complex ideas to people in a clear way to the appropriate person. ✓ You encourage and help other project colleagues to communicate in a clear and respectful way. ✓ You identify methods and systems to promote effective communication and engagement with people on the project and/or in your team. ✓ You encourage others to ask questions and express their views. ✓ You identify the best forms of communication depending on the context and/or the stage of the project. ✓ You facilitate discussions with colleagues/others to achieve a common objective. ✓ You take others' perspectives into account when communicating.
Leadership HOD	✓ You evaluate and modify communication methods and systems. ✓ You highlight communication gaps and take action to bridge them by encouraging the development of clear and relevant communication channels amongst your colleagues and team. ✓ You exemplify and coach others on how to work with people to understand their preferred methods of communication and language. ✓ You exemplify and coach others in good practice in verbal communication; clear, concise, and respectful expression with active and patient listening. ✓ You create a culture on a project or in your team that encourages two-way discussions where information is shared in a clear and timely way. ✓ You share relevant information concerning strategic/long-term plans with colleagues.

CORE COMPETENCIES

3.2

Technical and
professional
criteria
for success

Technical Skills

These competencies are role/guild specific. You will find the detail for this Competency Cluster in each department specific booklet.

3.3

Future of the
organisation
and/or industry

Leadership
Competencies

3.3

Leadership	1. Managing People
Description	Providing direction and support, motivating others, and promoting equality and diversity. Displays leadership qualities and holds themselves and others accountable for project outcomes.
New Entrant	
Foundation Trainee	✓ You engage in two-way dialogue with others about work plans, budgets, and deadlines. ✓ You assign responsibility for tasks and decisions. ✓ You set project and task objectives and review progress with colleagues. Managing third parties or contractors involved in a project.
Experienced	✓ You delegate tasks for the purpose of developing others. ✓ You work with others in helping them construct development plans. ✓ You clearly communicate expectations to teams, eliminating ambiguity. ✓ You understand each person's strengths and use them to get the best out of him or her. ✓ You provide development opportunities to enable colleagues to fulfil their current role.
Expert	✓ You assist colleagues to form personal development plans to enhance their capability in current and future roles. ✓ You look for new ways to creatively challenge others and implement them. ✓ You monitor process, progress, and results to ensure the successful completion of the project. ✓ You empower others and motivate them to do and to be their best. ✓ You use successes and failures as opportunities for learning and encourage this in others.
Leadership HOD	✓ You identify potential in others and assume a role in harvesting it. ✓ You look for positive attributes in individuals and reinforce them, promoting confidence and optimistic attitudes. ✓ You set clear, quantitative, and qualitative measures that are tied to project objectives. ✓ You build a climate where people feel highly motivated to seek out opportunities which will stretch them and develop their capability. ✓ You look for opportunities to increase diversity of the project team and to create a genuinely inclusive working environment.

3.3

Leadership	2. Strategic Thinking	
Description	Understands the purpose and goals of each project and thinks through the barriers for success and how to counter them. Understands the wider economic and socio-political context in which the Guilds and the industry operate and provides thoughtful leadership in the successful development of the industry.	
New Entrant		
Foundation Trainee		
Experienced	✓	You understand the need to think beyond your own role on projects and think about the workflows and contribution of colleagues to ensure successful completion.
	✓	You understand how colleagues from each discipline or Guild join together and contribute to the delivery of excellent work on every project.
	✓	You are aware and interested in the wider environment in which the industry operates and the pressures and changes that may be brought to bear on the industry.
Expert	✓	You can see the bigger picture when working on a project and demonstrate the ability to think of practical solutions and ways of working that enable the team to deliver the project.
	✓	You understand the national and international context in which the industry operates.
	✓	You contribute thought leadership within your Guild and/or area of expertise and are a recognised expert in your chosen field.
Leadership HOD	✓	You understand the strategic significance of internal and external issues and situation and how they impact on the Guild or the industry more widely.
	✓	You contribute thought leadership beyond your own Guild and area of expertise and are seen as an expert on the wider industry.
	✓	You understand and respond to trends and industry objectives to enhance and strengthen the film industry in Ireland.

3.3

Leadership	3. Integrity, Trust, and Respect for Others
Description	Demonstrates respect for the dignity and privacy of individuals. Supports the equality, diversity, rights, and responsibilities of the individual. Is seen as a direct, truthful individual. Presents truthful information in an appropriate and helpful manner. Recognises and understands confidentiality. Admits mistakes. Does not misrepresent himself or herself for personal gain.
New Entrant	✓ You present truthful information in an appropriate and helpful manner. ✓ You understand and value and the importance of trust.
Foundation Trainee	✓ You respect and promote the views, wishes and feelings of others. ✓ You seek advice when you are having difficulty promoting equality and diversity. ✓ You respect the individual's diversity, cultures, and values, never discriminating against any individual or condoning discrimination by others. ✓ You conduct yourself in such a manner as to ensure a working environment that promotes, respects and upholds the dignity of all colleagues.
Experienced	✓ You consistently adhere to ethical principles and expect others to follow suit. ✓ You address sensitive issues without any bias or prejudice. ✓ You are aware of how your behaviour impacts on others and take appropriate action in this regard. ✓ You take responsibility for your own mistakes, rectify them, and learn from them. ✓ You take account of individuals' preferences in everything you do and encourage others to do the same.
Expert	✓ You reflect on, and challenge your own assumptions, behaviour, and ways of working and the assumptions of others, their behaviour, and ways of working. ✓ You conduct yourself in such a manner as to ensure a working environment that promotes, respects, and upholds the dignity of all colleagues and those with whom you come into contact in the course of your work. ✓ You work with your colleagues to identify aspects of the environment, practice and behaviour that are beneficial to creating an inclusive culture for everyone. ✓ You modify a strongly held position in the face of contrary evidence. You challenge behaviours that violate principles of justice and fairness.
Leadership HOD	✓ You contribute, and support colleagues to contribute to developing, maintaining, and evaluating systems that respect rights and interests of individuals. ✓ You work to ensure that the work environment is positive and supportive and that all colleagues operate in a way that promotes dignity and respect. ✓ You ensure that all information in the Guild recognises and promotes equality and diversity of individuals, and take appropriate action with any information that is discriminatory in any way. ✓ You identify methods, skills and processes that ensure confidentiality and integrity are maintained within dealings of the organisation. ✓ You develop and promote a culture in the organisation that fosters high standards of behaviour including truthfulness, integrity, trust and respect. ✓ You act as a mentor and role model for colleagues demonstrating the highest standards of integrity, trust and respect in your dealings with others.

3.3

Leadership	4. Inspirational Leadership
Description	**Acts in a way that inspires the team to do their best work in every project, to form a cohesive and effective team working towards clear goals, and to work with integrity with each other. Defines and communicates the vision for the Guild or project and acts as a role model for achieving that vision.**
New Entrant	
Foundation Trainee	
Experienced	✓ You consult with staff and relevant others on the vision, objectives and working methods for the project or team. ✓ You implement and communicate the vision (in an understandable format) and how it can be achieved to all colleagues. ✓ You establish working relationships with your team that builds trust and confidence in your abilities as a leader and their abilities to work effectively in their individual roles and as members of a team. ✓ You identify and provide support and advice for colleagues when they are carrying out their work activities, roles, and responsibilities. ✓ You meet regularly with the team and team members individually to review the effectiveness of individual work activities, roles, and responsibilities in enhancing the health and well-being of individuals. ✓ You provide individual and team feedback in an environment, form and manner that is most likely to maintain and improve performance and which respects team members and the need for confidentiality.
Expert	✓ You evaluate your own leadership style and abilities, identifying strengths and areas where development is required and ensure access to support for your development. ✓ You constructively challenge practices and procedures that need to be improved, changed, or eradicated. ✓ You identify the strengths and areas needing development of team members. ✓ You set high work expectations of every colleague on the project or in your team. ✓ You establish an open and safe environment in which good practice is developed and maintained and where poor practice is challenged. ✓ You provide clear guidance for, and demonstrate in practice, appropriate personal and professional boundaries between colleagues from each discipline or Guild. ✓ You are committed to promoting a positive and trusting work environment for all staff.
Leadership HOD	✓ You adapt your leadership style to meet the requirements of the situation or team. ✓ You build productive relationships with colleagues and/or your team that mean that people are clear about your expectations of them and are motivated to give of their best. ✓ You work collaboratively with other leaders across the industry or across Guilds to determine project requirements and budgets and resource requirements. ✓ You promote a compelling vision that generates support and commitment among staff. ✓ You identify the potential for conflict and deal fairly and appropriately with conflict within the team.

3.3

Leadership	5. Mentoring and Coaching
Description	Demonstrates the ability to junior colleagues to take advantage of the network of people and expertise in the Guilds or the industry more generally and impact positively on their career development. Demonstrates the ability to coach colleagues to develop particular skills and experience in a particular area of expertise. Ensures that colleagues acquire new skills or achieve a performance improvement.
New Entrant	
Foundation Trainee	✓ You are able to support and guide others.
Experienced	✓ You teach colleagues about specific technical areas where they need more knowledge, and you have some expertise. ✓ You support colleagues to develop as an individual and as a professional. ✓ You support colleagues to strengthen their skills and experience in a time of rapid change. ✓ You help colleagues reflect on their experience and learning.
Expert	✓ You help colleagues to define their development needs in detail and identify possible courses of action to address these needs. ✓ You support the career and professional development of your colleagues by sharing your internal and external networks or giving them opportunities, which support their development. ✓ You challenge colleagues to develop their experience and knowledge by going beyond their comfort zone. ✓ You help colleagues reflect on their areas of strength and weakness and consider how to use this awareness to develop their skills and career. ✓ You help colleagues reflect on where habits are holding them back and support any change they want to make. ✓ You celebrate your colleagues' successes. ✓ You take care not to impose your own values on your colleagues. ✓ You help your colleagues develop an appropriate, measurable development action plan with target dates.
Leadership HOD	✓ You ask powerful questions that provoke insight, discovery, and action for your colleagues. ✓ You provide clear and articulate feedback that help colleagues reflect on their experience and increase their learning. ✓ You make your colleagues aware of any incongruence between their thoughts, emotions, and actions. ✓ You create opportunities for ongoing learning for your colleagues. ✓ You give colleagues appropriate tasks to challenge them and move them forward towards their goals. ✓ You provide challenges to take your colleagues beyond their perceived skill and knowledge limitations.

3.3

Leadership	6. Innovation
Description	**Thinking creatively to introduce new and/or original approaches to a project or piece of work or adapting existing approaches and ways of working to meet new and changing situations.**
New Entrant	
Foundation Trainee	✓ You think about and come up with creative solutions with guidance from your team members.
Experienced	✓ Where appropriate, you generate new insights and a range of workable solutions to address challenging situations. ✓ You think creatively to identify fresh approaches and new ways of working. ✓ You consider the situation from a number of angles before drawing conclusions or offering recommendations. ✓ You pursue new methods and solutions, thinking outside the box. ✓ You analyse information from one situation to another to solve problems. ✓ You identify novel approaches for completing project assignments more effectively or efficiently. ✓ You recognise small changes that can make a big impact and work with colleagues to implement them.
Expert	✓ You anticipate change and suggest change implementation strategies. ✓ You develop innovative ideas and methods of doing things. ✓ You are creative and a contributor in brainstorming settings and project meetings. ✓ You try new approaches when problem solving, seeking ideas or suggestions from others as appropriate.
Leadership HOD	✓ You anticipate and prepare for future opportunities and immediately act upon them when they arise. ✓ You encourage other colleagues to challenge the status quo and support those who do. ✓ You proactively seek to improve project processes through innovative and creative methods. ✓ You lead others to discover new connections, new solutions, and new ways of doing their jobs. ✓ You encourage creative problem solving in teams and give positive feedback when such behaviour is demonstrated. ✓ You adopt strategies to encourage and foster innovative thinking. ✓ You are dynamic and described by colleagues as 'making things happen' and you reward this behaviour in others. ✓ You look externally for inspirational ideas that could benefit the Guild or project.

3.3

Leadership	7. Managing Finance
Description	**Understanding the importance of financial management and budgetary controls to the successful conclusion of a project.**
New Entrant	
Foundation Trainee	✓ You are aware of the basic requirements to achieve tasks and/or the project on time and in an efficient way. ✓ You understand the basic financial constraints on a project. ✓ You have developed a knowledge of basic budgeting techniques, accounting concepts and principles including budget procedures relevant to your project.
Experienced	✓ You understand the current programme of works for your project and the budget figures that needs to be achieved.
Expert	✓ You use your knowledge and experience to develop appropriate budget proposals for the project. ✓ You proactively manage project finance within the budget rules and parameters that have been agreed. ✓ You monitor progress against budget and take action to ensure that projects are delivered in line with agreed budgets.
Leadership HOD	✓ You use your experience to design and deliver budget and finance proposals that deliver on the goals set for each project. ✓ You monitor and analyse financial information and take informed decisions about matters with costs implications. ✓ You share appropriate financial information with colleagues to inform their project decision making. ✓ You supervise the achievement of the budget through other colleagues on the project. ✓ You evaluate new situations on each project accurately to be able to propose financial solutions.

3.4

Personal Development Competencies

My future
in the
industry

3.4

Personal Development	1. Listening and Observation
Description	**Providing direction and support, motivating others, and promoting equality and diversity. Displays leadership qualities and holds themselves and others accountable for project outcomes.**
New Entrant	✓ You listen to colleagues in your Guild and are open to learning key skills and industry understanding. ✓ You reflect on your daily experience and consider what you have learnt and what you need to learn next. ✓ You observe those around you and how their put their expertise into practice.
Foundation Trainee	✓ You recognise the need to ask questions and listen carefully to the information you are given to build your understanding of your technical area. ✓ You listen and observe to activities on set or on a project to develop your understanding of industry jargon and common working practices. ✓ You take note of different ways of working and reflect on how you might adapt your own ways of working to improve your results and outcomes.
Experienced	✓ You encourage others to listen and observe on set or on a project to support their own development. ✓ You are aware of your own development needs and use your time on set or in a project to support your own development. ✓ You are aware of the need to broaden out your development methodologies and approaches to develop true expertise in your chosen field.
Expert	✓ You listen to assistants and trainees and any advice and ideas that are forthcoming.
Leadership HOD	

3.4

Personal Development	2. Self Awareness	
Description	Being aware of different aspects of your own self including your behaviour traits, your values, your strengths and weaknesses, your emotions, and feelings. Using this self-awareness to support your own personal and professional development.	
New Entrant	✓	You are curious about your role and the industry more generally.
Foundation Trainee	✓	You have some understanding of your professional strengths and weaknesses and have developed a plan to improve your skills and build your technical capability.
Experienced	✓	You have engaged in skill and experience development as part of a self-development plan.
	✓	You actively seek out colleagues who can mentor or coach you to develop stronger self-awareness and reflect on the development needed to increase your professional capabilities.
	✓	You understand your skill set and can identify skills that may be transversal or transferable from experience outside the industry that will make you more effective in your role.
Expert	✓	You often reflect on your own learning and proactively plan for your future learning and development.
	✓	You are aware of your own need to change your interpersonal or communication style to respond to others and continue to work collaboratively as a team.
Leadership HOD	✓	You use your self-awareness to reflect on your leadership style and how you can flex your style to suit the situation.
	✓	You understand the diversity of personality and skills in your team on your projects and you proactively set out to make the most of the talents and resources in the team.
	✓	You seek out senior industry experts to provide you with continued coaching and mentoring to develop your leadership capability.

CORE COMPENTENCIES

3.4

Personal Development	3. Proactive Learning
Description	**Takes responsibility for own learning and development through one's career.**
New Entrant	✓ You actively seek out opportunities to participate in learning and self-improvement activities. ✓ You recognise the need for continued personal development throughout your career.
Foundation Trainee	✓ You are aware that different approaches and skills are required for different work challenges, and you seek out opportunities to develop these additional skills. ✓ You are responsive to the reactions and feedback of others and use these moments as times to reflect on and further develop your skills. ✓ You actively think about your career in the industry and the steps you need to take to develop that career.
Experienced	✓ You have an annual plan for the training and development that you want to undertake each year to support your professional development. ✓ You take concrete steps to developing your expertise and developing your career. ✓ You focus on working to your strengths and compensating for any weaker areas to deliver your best work. ✓ You see changing needs in your Guild or in the industry more widely and work to future proof your skills and experience. ✓ You get involved in activities that challenge you or take you out of your comfort zone.
Expert	✓ You seek feedback from others to be able to reflect on your performance and be the best at your chosen field. ✓ You reflect on and learn from successes and failures to develop your career and you help others to do the same. ✓ You are dedicated to learning throughout your career and build your expertise and reputation throughout your career.
Leadership HOD	✓ You expand your networks inside and outside the industry so that you have the opportunity to learn from other leaders and bring best practice to your work. ✓ You seek out and act on feedback to develop your own self-awareness and development plans. ✓ You are a role model for those in the Guild or the industry who value continued personal development.

3.4

Personal Development	4. Freelancer Skills	
Description	Understanding the industry and building the skills and knowledge required to be a successful Freelancer.	
New Entrant	✔	You understand the status of a Freelancer and actively take steps to ensure that you handle your business affairs correctly.
Foundation Trainee	✔	You recognise the need to build your understanding of tax affairs to ensure Freelancer compliance and you engage expert advice where needed to protect your own financial position.
	✔	You research and understand the challenges for Freelancers in accessing financial products and engaging with government agencies.
Experienced	✔	You develop a clear plan for handling your long-term financial affairs and ensuring future success as a Freelancer.
Expert		
Leadership HOD		

3.4

Personal Development	5. Managing Your Wellbeing
Description	**Developing and maintaining a range of techniques and contacts that promote your wellbeing. Supporting your mental and physical health and social well-being.**
New Entrant	✓ You connect with your Guild to ensure access to like minded colleagues and services that support your well-being.
Foundation Trainee	✓ You proactively think about your needs and the needs of those close to you to ensure that you establish a healthy balance between work and personal time. ✓ You seek out opportunities to take part in activities that support your physical and mental health.
Experienced	✓ You reflect on your own feelings and emotions about your work, your work performance, and the interactions that you have with your colleagues. ✓ You have developed a range of contacts and supports that enable you to work on your mental health and emotional well-being throughout your career. ✓ You find opportunities to talk about your concerns, anxieties, and emotions with those close to you, and/or colleagues, and/or professional support services.
Expert	✓ You assist your colleagues in overcoming any barriers faced in their endeavour to maintain their physical and mental well-being.
Leadership HOD	✓ You are a role model for prioritising the well-being of yourself and your colleagues. ✓ You influence and encourage others to reinforce positive behaviours at work that do not adversely impact on the well-being of colleagues. ✓ You foster an environment where colleagues are not afraid to discuss their concerns and feelings and ask for help.

3.4

Personal Development	6. Industry Knowledge
Description	Being curious about the industry and your chosen field within the industry. Developing a deep understanding and passion for your chosen field and the industry more generally.
New Entrant	✔ You are curious about the industry and the career opportunities that are available. ✔ You actively seek out opportunities to participate in skill learning and development related to your chosen field. ✔ You recognise the need for a structured training programme that introduces you to the industry and helps you build the base skills that you will need.
Foundation Trainee	✔ You seek out opportunities to develop additional skills relevant to your role or chosen field. ✔ You look for structured training that will continue to deepen your knowledge of the industry, sectoral norms, and the working environment. ✔ You are aware of and seek to develop your teamwork skills.
Experienced	✔ You have a deep knowledge of the industry and/or your Guild activities. ✔ You are seen as an experienced and sought-after practitioner. ✔ You encourage others to develop an interest in the industry and career opportunities.
Expert	✔ You have a deep understanding of the film and television industry.
Leadership HOD	