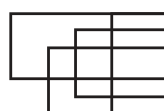


Competency Framework for the Animation Industry



Fís Éireann
Screen Ireland



Table of Contents

Foreword	03
Background	04
Aims and Objectives	04
Methodology	05
Review Process	05
About the Author	06
Career Levels	08
Competency Framework Table	09
Section 1 - Core Competencies	11
Section 2 - Creative Competencies	23
Section 3 - Technical Competencies	31
Section 4 - Leadership Competencies	37
Section 5 - Personal Development Competencies	43

Foreword

Animation Ireland is delighted to introduce the Competency Framework for the Animation Sector, a significant milestone in our ongoing efforts to nurture and fortify the growth of the animation industry in Ireland. This framework has been meticulously crafted to serve as a beacon, guiding our professionals toward excellence, fostering inclusivity, and ensuring the sustainability of our industry.

As the animation sector continues to evolve and expand, it is imperative that we have a clear roadmap for recruitment, retention, and skills development. This Competency Framework addresses this need comprehensively. It strives to enhance existing strengths, clarify career pathways, and offers the opportunity to align our educational offerings with industry realities. Moreover, it provides a solid foundation to future-proof our industry in the face of change.

One of the most interesting aspects of this Competency Framework is its inclusivity; while it was developed by Animation Ireland, it is designed for the benefit of everyone involved in the animation sector, be it seasoned professionals, aspiring talents, or educational institutions. This collaborative spirit reflects our commitment to a thriving and interconnected animation community.

This framework delves deep into the heart of animation pipelines, defining each role in both 2D and 3D departments. It offers clear career pathways, defining the core creative, technical, leadership and professional development competencies. In addition it provides indicators for assessing experience levels, setting the stage for ongoing training and development, ensuring that our professionals remain at the forefront of the industry.

The development of this Competency Framework has been a collaborative endeavour, made possible through the dedication of Animation Ireland, Screen Ireland Skills Department, and the talented individuals from our member studios who contributed their expertise from the beginning of this project.

We would like to thank Alex Kotsos in particular, whose unwavering dedication, expertise, and tireless efforts have been the driving force behind every aspect of this project. With the invaluable support of Kate Lander, Alex's commitment to excellence in the animation sector is evident in the development of this framework. We extend our gratitude to Emer MacAvin for her work on the development and Brian Oh and all those who have participated in this journey.

The Competency Framework is a dynamic resource, and we are dedicated to its continuous evaluation and revision as needed to maintain its relevance within the ever-changing landscape of the animation industry, including potential extensions into related sectors.

As we move forward, let us embrace this framework as a powerful tool for growth, development, and progress. Together, we will continue to elevate the Irish animation industry to new heights.

Ronan McCabe
CEO
Animation Ireland

Background

Following the completion of our research project “**Research and Outreach in the Education Sector: Bridging with the Industry**” in 2021, Animation Ireland successfully consulted with both the Education sector as well as the Companies involved in the industry. We also extended this work and consultation process further by focusing on freelancers, recent graduates, crews and unemployed professionals in the Animation industry through another piece of research: “**Access and Career Development in the Irish Animation Industry**”.

The expansion of the Animation 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 Competency Framework for Animation was designed as a learning resource and guide to give direction to personal and career development as well as enable access to relevant learning and development opportunities within the sector.

Aims and Objectives

The aims of the Competency Framework are:

- To update and address the skills gaps identified in our previous report.
- 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.
- Respond to the growth of the industry and help to future-proof the industry

Although this Competency Framework was developed by Animation Ireland, it is intended for use by all those who currently work in the animation sector in Ireland as well as those who are interested in working in the sector and not just for the members of Animation Ireland.

This Competency Framework aims to clearly define each role in every department within Animation 2D and 3D. 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. Typically, the framework will set out the core skills, behaviours and technical skills required for each role with given indicators at each level. The framework will also define clusters for each of the core behaviours and technical skills.

Methodology

Animation Ireland and Screen Ireland coordinated this collaborative approach on the development of the Competency Framework, Alex Kotsos, an HR consultant, was tasked to develop this resource following her successful tender. She was supported by her colleague Kate Lander, an experienced organisational development consultant.

In the development process, it was important to recognise and acknowledge key industry stakeholders such as animation studio members of Animation Ireland, individual freelancers working in the industry, such as subject matter experts, third level education and training bodies.

The process was coordinated in a collaborative approach, using consultation with animation studios and agreeing the Competency Framework clusters.

The approach was to combine quantitative research in the form of questionnaires and reviews of existing documents including job descriptions with qualitative research.

The HR consultant gained momentum support and commitment from the industry to take part in both questionnaires and 1-to-1 meetings.

Review Process

The Animation Competency Framework is intended to be a living document that evolves as the industry and the needs of the industry grow and change. The intention is to review and update this Framework on an annual basis. To ensure consistency and enable all studios 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 Animation Ireland with input from Screen Ireland. Proposed changes to this Framework can be emailed to support@animationireland.ie and skills.info@screenireland.ie

About the Author

Alex Kotsos has been working in the field of HR for over two decades. Her passion for HR has always been the people. Alex's aim is to see people enjoy what they do, have opportunities to grow and thrive, and work in cultures and environments that are human and positive and inclusive. Alex's approach to HR is to be approachable, personable, and above all, real. Over the last 25 years, Alex has worked directly for small firms (5-60 people) as well as large multinationals (20,000+ staff). Alex has worked across a number of industries: tech, pharma, telcos, animation, and publicly funded state organisations. Alex has experience managing HR teams and has led HR functions across Europe, North America and Asia. Alex now works as a freelance HR consultant supporting start-ups and SMEs.



Career Levels

New entrant

- ✓ No work experience in animation
- ✓ First role in industry
- ✓ Will also apply to interns, apprentices and graduates

Foundation trainee

- ✓ Has some work experience in animation
- ✓ Likely to have completed an internship or similar

Experienced

- ✓ Has been actively working in commercial animation short form or long form
- ✓ Has contributed to at least one or more short form or long form project
- ✓ No direct reports

Expert/Individual Contributor

- ✓ Extensive experience as employed crew or verified freelance
- ✓ Has contributed to numerous (more than 5) TV series/films/features/other TV/Games (adverts/music videos)
- ✓ May be a functional or technical leader
- ✓ No direct reports but may guide, coach, mentor others and give feedback

Leadership/HOD/People manager

- ✓ May have a direct report
- ✓ Can be a manager of managers
- ✓ Senior expert with extensive industry experience

Competency Framework Table

Core	Creative	Technical	Leadership	Personal Development
Quality orientated	Animation principles	Body mechanics	Managing budgets	Continuous learning and improvement
Communication	Storytelling	Understanding post-production processes	Mentoring and coaching	Self-awareness
Working within a team	Creative thinking	Software	Strategic thinking	Managing self & resilience (well-being)
Working independently	Drawing		Managing people	Industry knowledge
Time, task and resource management	Acting for animation		Leading teams	
Problem solving	Storyboarding & use of animatics			
Adaptability to change				
Decision making				



01

Core Competencies



Core Competencies

Core	Quality Orientated	
Description	Works with focus to complete work to the quality standards required	
New Entrant	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> You are able to follow instructions accurately You ask questions about instructions
Foundation Trainee	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> You ask for feedback and act on it You are careful, precise and thorough in tasks You take accountability for your own work tasks
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> You are able to spot mistakes quickly You are consistent in maintaining standards You are vigilant about double-checking work before submitting
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> You are able to rectify yours and others mistakes quickly You understand the level of acceptable standards; recognising when it is “good enough” You provide specific feedback to support and motivate others in their work
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You hold yourself and others to the highest standards possible whilst ensuring support and resources are available to enable detail and quality You provide coaching and support to enable others to recognise when quality and detail are not to the expected standard, and how to improve You promote an environment where people take responsibility for their work quality You look for opportunities to enable work quality across the business You are a leader in the research and development of improved ways to work and create, analysing information to drive clarity and innovation amongst your peers

Core	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, and other stakeholders	
New Entrant	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You communicate with others in a timely way, advising 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 You ask appropriate questions to gain consistent and detailed information You communicate issues assertively to your supervisor to ensure that issues are resolved You welcome, and act on, feedback from others You listen attentively and ask questions to gain clarity, you remain focused and reflect back understanding
Foundation Trainee	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> You select the channel of communication most appropriate to the person, need and outcome You are clear, concise and appropriate in use of language and terms, with a considered approach to multicultural teams and communication types You take care over any written work, using appropriate platforms for communication and proofreading before sharing documentation
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You share relevant information and resources with others and seek others' inputs You check your own understanding and that of others to ensure that the message has been received without ambiguity or confusion You adjust your communication style to suit the situation, the method/platform and the person You listen with undivided attention to others and look to clarify thoughts, feelings and unclear statements You modify the language used with different and diverse groups of stakeholders both in person and in writing
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You communicate both simple and complex ideas to people in a clear way 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 take others' perspectives into account when communicating You seek understanding of preferences for communications, and use in-person communication in difficult discussions

Core	Communication	
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You encourage and establish mechanisms to share knowledge and resources across the business 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 You monitor the climate of communications and take action to improve where necessary You select from a range of channels and methods to communicate with others, to lead communication to achieve positive outcomes in challenging circumstances You promote the use of accurate, clear and concise communication You “speak” appropriately to all levels of the business and externally You speak and present to others with confidence and clarity You communicate the ‘big picture’ in an appropriate way for your stakeholders, demonstrating transparency and integrity wherever possible

Core	Working within a team	
Description	Builds effective working relationships quickly and successfully; co-operates with others and earns their respect. Helps to create a sense of team spirit by encouraging others, providing support, and offering constructive feedback. Works collaboratively with colleagues to achieve the project outcomes	
New Entrant	<ul style="list-style-type: none"> ✓ You are consistently approachable ✓ You show genuine interest in others' views, opinions and ways of working ✓ You are open to getting help when needed ✓ You honestly represent self and work to others ✓ You remain calm and objective when in disagreement and conflict with others ✓ You respond sensitively and with regard to other perspectives, feelings and experiences ✓ You complete your commitments to other team members effectively ✓ 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 ✓ You seek the opinions and ideas of colleagues 	
Foundation Trainee	<ul style="list-style-type: none"> ✓ You support others when the opportunity arises ✓ You recognise discriminatory behaviour, and act to support those impacted and reports behaviour to others ✓ You remain open-minded and impartial in discussions, whilst respecting the opinions and feelings of others ✓ You react positively to requests for help and support ✓ You show care and concern for the well-being of others 	
Experienced	<ul style="list-style-type: none"> ✓ You acknowledge and take account of others' views and opinions, communicating constructively, fairly, and inclusively ✓ You recognise every individual has a unique perspective and value their contributions ✓ You present suggestions and offer ideas and information to benefit others ✓ You contribute to developing a team environment which is trusting and supportive ✓ You ensure that you value and respect other individuals in the team or project and promote inclusiveness ✓ You initiate collaboration to assist self and others in the delivery of work ✓ You proactively check in with others regarding their well-being ✓ You build relationships of trust with others and are open and honest in the face of differences ✓ You set expectations for others that behaviour should be respectful and inclusive ✓ You help others to recognise the potential impact of discriminatory behaviours ✓ You use formal procedures to raise discriminatory issues ✓ You manage your own emotions, and focus on facts and challenges when confronting difficult issues ✓ You contribute to the establishment of lasting working relationships ✓ You openly share information and knowledge with the appropriate people at the right time ✓ You are able to manage any conflict or disagreements which may arise without taking offence and work collaboratively in the interests of the team or project to resolve the conflict, seeking additional advice and support as appropriate ✓ You offer supportive and constructive assistance to other team members 	

Core	Communication	
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You put in place systems and support for the wellbeing of others You are respectful of your colleagues and create an environment where all members of a team or project are treated with respect You invest time and resources to develop a collaborative culture where colleagues feel valued, respected and supported 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 stand by and promote own, and team's actions and decisions where needed You confront issues and challenge assumptions at the highest levels, no matter how uncomfortable, in an assertive yet constructive way You identify the potential for conflict and deal fairly and effectively with conflict in the team You actively challenge direct and indirect discrimination, focusing on the behaviour and its impact, following through to ensure learning takes place for the individual and organisation regarding diversity, equality and inclusion You are proactive in promoting and facilitating relationships of trust and openness within the organisation, even in the face of strong opposition You celebrate successes by acknowledging team contributions and ensuring that credit falls where it is due Your actions and behaviours provide a role model of good practice for effective team working You promote equity and inclusion You encourage a cooperative team approach to handling workloads and overcoming difficulties

Core	Working independently	
Description	Works effectively as an individual contributor whilst maintaining appropriate contact with others when needed. Demonstrates self-awareness and self-motivation with a consistent and disciplined approach to time and task management. Delivers on projects without the need for continuous check in and review.	
New Entrant	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You can focus on tasks without being distracted You assess and obtain resources to work independently and effectively You can manage, store, and pass on assets via company systems and have knowledge of how to get IT or pipeline support You ask for help and feedback when appropriate
Foundation Trainee	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> You're able to prioritise tasks in relation to personal strengths, challenges, and levels of support required You monitor your energy and keep track of working hours and your personal well-being You proactively look to develop and grow skills, staying up to date with emerging technology and innovation
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You manage distractions effectively, with the ability to coalesce tasks and distractions, driving personal effectiveness You determine 'best practice' by creating effective processes and lines of communication with key stakeholders You create helpful routines to support self-management You instigate feedback channels You actively engage in continuous professional development
Expert	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> You accurately determine project definitions through effective partnerships with key contacts in production and pipeline You can work in solitude with complete focus and concentration to get the job done within the parameters of schedule with minimum need for check-in
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You can effectively formulate project plans in line with your functional area, delegating tasks to the appropriate stakeholders or experts You create metrics and parameters to measure your own performance, and the performance of project teams if appropriate You invest time in developing troubleshooting journals and/or guides to support other independent contributors in their work You understand how your contribution impacts the 'big picture' and are an advocate for your functional area You promote an environment where people accept accountability for their own work You look for opportunities to support independent working across the business from a position of expertise and influence

Core	Time, task and resource management	
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	<ul style="list-style-type: none"> ✓ ✓ 	<p>You schedule each day's activities to use time effectively</p> <p>You report on any difficulties you have had in completing your work activities within the allotted timescales</p>
Foundation Trainee	<ul style="list-style-type: none"> ✓ ✓ 	<p>You proactively plan your own work to meet team or project goals</p> <p>You are aware of the workloads and workflows of other colleagues</p>
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<p>You balance your own duties and responsibilities with the needs, preferences and abilities of other team or project members with whom you are working</p> <p>You create comprehensive plans which deliver on specific objectives</p> <p>You identify the resources required to achieve the plans</p> <p>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</p>
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<p>You set realistic timescales and monitor the progress of plans, and adapt as necessary</p> <p>You develop plans for your own area of responsibility, ensuring input from appropriate colleagues</p> <p>You communicate those plans to team members affected by them</p> <p>You acknowledge when you are overburdened and seek assistance where required</p> <p>You proactively raise deviations (actual or potential) from plans with appropriate personnel and work to find ways to address these</p>
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<p>You coach others on effectively planning and organising their workload, ensuring they take account of individuals' preferences</p> <p>You help resolve conflicts which may arise as staff endeavour to balance their own responsibilities with individual needs, preferences, and abilities</p> <p>You anticipate the impact of environment and situations on projects and plans and how to compensate for unexpected situations</p> <p>You develop strategic plans for your own area of work which aim to deliver long-term objectives</p>

Core	Problem solving	
Description	Analyses information and situations accurately and draws appropriate solutions. Defines the problem correctly, can decide on what data and information to collect to identify the problem cause	
New Entrant	<ul style="list-style-type: none"> ✓ ✓ 	<p>You reach out to more experienced colleagues to understand how to solve problems</p> <p>You learn quickly from listening and problem-solving activity</p>
Foundation Trainee	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<p>You analyse own workflow and data, and recognise where there are gaps in information</p> <p>You break problems down simply and logically into achievable steps</p> <p>You solve problems with guidance from your supervisor and/or team</p> <p>You analyse the information to hand accurately and/or seek additional information or inputs to enable you to problem-solve</p> <p>You increase the number of problems you can solve with guidance from your supervisor and/or team</p>
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You distinguish between critical, valuable, and less crucial data and information</p> <p>You seek and gather information from multiple sources and databases to evaluate the best ways forward</p> <p>You identify the main source of information from complex data</p> <p>You identify critical connections and patterns in information/data for both reactive and proactive planning</p> <p>You recognise causes and consequences that are not readily apparent; you investigate deeply</p> <p>You solve problems collaboratively with your team</p> <p>You spot potential difficulties in solutions and bring these to the attention of the appropriate colleagues</p> <p>You identify the key issues in ambiguous information or complicated situations</p> <p>You use your reasoning to identify the root cause of a problem</p> <p>You recognise the effect a problem will have on the future (you see cause and effect relationships)</p> <p>You use common sense and refer to existing practices and procedures to solve a problem whenever possible</p>
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<p>You analyse workstreams, processes, and resources; using learned experiences and gained knowledge to bridge any gaps in information</p> <p>You establish cause/effect, determining the main issue quickly, despite large amounts or complex detail within information</p> <p>You demonstrate the ability to solve complex problems creatively, creating effective and innovative solutions</p> <p>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</p>
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You encourage problem-solving behaviour in teams and give positive and constructive feedback when such behaviour is demonstrated</p> <p>You promote detailed analysis of critical data/information to develop conceptual frameworks for strategic review</p> <p>You demonstrate reflective practice and create an environment where colleagues learn from problem-solving rather than focusing on blame</p> <p>You use the contribution of others to re-focus on problems and issues to open up a new array of possible options</p> <p>You draw sound, unbiased evaluations based upon a blend of detailed analysis, stakeholder consultation, and learned experiences</p> <p>You lead in the development of processes which capture knowledge and experience from multiple sources of data/information; you promote the use of collective expertise to enrich problem analysis</p> <p>You assimilate varied forms of complex data, with accuracy and speed; you proactively identify issues before they become problematic</p>

Core	Adaptability to change	
Description	Responds to, supports, or initiates change which will enable the achievement of the project objectives. Listens to colleagues and others, considering their views, and responding positively and flexibly to rapidly changing environments	
New Entrant	<ul style="list-style-type: none"> ✓ You understand and recognise the value of new ideas ✓ You respond positively to effective changes in your practice and on your project 	
Foundation Trainee	<ul style="list-style-type: none"> ✓ You have a flexible and open approach to changing work situations and new demands ✓ You change your viewpoint and are proactive in light of changing circumstances or new information ✓ You display a positive attitude in the face of ambiguity 	
Experienced	<ul style="list-style-type: none"> ✓ 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 ✓ You consider challenges from all new perspectives and expand on the thinking or solutions proposed by others before making changes ✓ You are proactively open to new ideas and initiatives relevant to your area of work ✓ You can adapt your working style and systems for self and others according to project, team or organisational requirements ✓ You ensure that good practice is sustained whilst going through changes ✓ You recognise the need for change and encourage others to do likewise ✓ 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	<ul style="list-style-type: none"> ✓ 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 best practices inside and outside the organisation to anticipate the needs for change ✓ You proactively champion and lead change ✓ You keep self and others productive during periods of ambiguity ✓ You continually look for improvements to be made in your own area of expertise ✓ You help to minimise disruption when implementing changes 	
Leadership/HOD	<ul style="list-style-type: none"> ✓ 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 communicate changes in a clear and positive way, understanding that some people may be fearful of change and require additional support ✓ 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 role model flexibility and a positive approach to change within the organisation ✓ You create ways in which new ideas and initiatives can be explored ✓ You anticipate periods of uncertainty and ambiguity and provide direction and focus for others ✓ You drive others to consider the value of changes Vs maintaining the status quo ✓ You effectively highlight the need for change, providing leadership and direction throughout the change process ✓ You are instrumental in bringing about change in line with the requirements of the project, department, or business 	

Core	Decision making	
Description	Comes to effective and justifiable conclusions; engages people and takes account of impact and environment. Looks beyond obvious solutions and drafts appropriate solutions to make an informed decision	
New Entrant	✓	You involve relevant people to get advice and information when unsure how to proceed, however take accountability for own decisions
Foundation Trainee	✓ ✓ ✓	You take into account all available facts and data when coming to conclusions You recognise which people are relevant to making specific decisions You seek clarity on decisions that have been made that impact on own work
Experienced	✓ ✓ ✓ ✓ ✓ ✓	You proactively engage relevant people and resources to support decision-making You consider the impact of your decisions on others, and take final accountability You articulate both sides of a 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 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
Expert	✓ ✓ ✓	You engage with relevant internal and external sources to support strategic decision-making You can explain how decisions have been reached in a clear and concise way, both verbally and in writing You carefully assess the risks and sensitivities in making certain decisions and discuss these with appropriate people while respecting confidentiality requirements
Leadership/HOD	✓ ✓ ✓ ✓ ✓ ✓ ✓	You drive an inclusive culture where decisions are data-led, consensual and relevant 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 transparency around decisions and create a culture where others feel able to challenge decisions and seek clarity You promote openness in decision-making, regarding the purpose and reasons for decisions; you take public accountability You deliver concise presentations across varied mediums both, internally and externally, which clearly communicate why decisions have been made You demonstrate the consideration of all options, costs, risks and wider implications



02

Creative Competencies



Creative Competencies

Creative	Animation principles	
Description	Understands the key principles of animation both traditional and digital.	
New Entrant	✓	You have a basic understanding of body mechanics, posing and character performance
Foundation Trainee	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<p>You appreciate animation's impact on story and have basic skills in the portrayal of character development, plot, story arcs, and use of story beats</p> <p>You have a basic knowledge of shot planning</p> <p>You have a basic understanding of animation software</p> <p>You have a basic understanding of scene-set up and shot composition</p> <p>You can determine if a rig or model is functional</p>
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You consistently produce passable quality animation from start to finish</p> <p>You collaborate with rigging and technical teams to provide feedback on the functionality of motion controls</p> <p>You continuously assess asset capability and inform key pipeline contacts of recurring issues to drive the performance of the animation department</p> <p>You maintain a sustainable workflow, proactively engaging with production to receive and deliver animation in line with the schedule</p> <p>You look to learn new techniques and investigate alternative software and technology to drive the quality and efficiency of animation</p> <p>You coach others in animation techniques</p>
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<p>You use your role and industry experience to assess and evaluate problems with animation or story to create new options on how these might be addressed</p> <p>You have the ability to come up with creative alternatives that support the animation process and visual story</p> <p>You are embroiled in the storytelling, and can identify ideas and influence others in both a creative and technical capacity</p>
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<p>You ensure resources and processes are available to support Animation through challenging points of production and are transparent during difficult times</p> <p>You orchestrate animation assets and programmes within project management/asset management systems to drive best results</p> <p>You objectively evaluate all animation presented in line with story briefs and production requirements and you coach and encourage others to do the same</p> <p>You put in place systems and processes to manage animation projects and workflow across departmental boundaries</p> <p>You work in partnership with Art, Technical, and Creative Directors to ensure animation is being produced in a way which supports the creative brief and story, raising issues, and providing expert insights into the capabilities of the animation team</p>

Creative	Storytelling	
Description	Crafts compelling narrative stories using a combination of strong visuals and characters in order to develop an engaging experience for the viewers.	
New Entrant	<ul style="list-style-type: none"> ✓ ✓ 	<p>You are able to effectively research source material (if applicable)</p> <p>You understand the ways in which animation can be used to communicate a story</p>
Foundation Trainee	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<p>You can develop a script with a clear structure and objectives</p> <p>You can create interesting and believable characters</p> <p>You are able to use basic animation techniques to bring a story to life</p>
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You are able to explore and refine story ideas</p> <p>You craft immersive and engaging stories</p> <p>You use innovative animation techniques to enhance storytelling</p> <p>You can create intricate scenes and backgrounds</p> <p>You develop characters with depth and emotion</p> <p>You collaborate with others to refine a story</p>
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You break down a story into individual beats and assign them to key characters to create an engaging narrative that drives a story forward</p> <p>You use original score and sound effects to create a unique atmosphere and mood</p> <p>You are able to incorporate comedy and/or plot twists to keep an audience engaged</p> <p>You know which parts of a story to truncate and which to expand to ensure the animation remains efficient</p> <p>You create believable animations through the use of detailed characters, compelling camera angles and strong pacing</p> <p>You establish the tone of a story early on and keep the audience invested in the characters throughout</p>
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ 	<p>You establish a shared set of rules and styles that all animators working on the project adhere to</p> <p>You employ visual motifs and symbolic elements to give a story deeper meaning</p>

Creative	Creative thinking	
Description	Thinks about a situation, problem, or work requirement in a new and fresh way. Uses different perspectives to generate new ideas and creative ways to address work challenges	
New Entrant		N/A
Foundation Trainee	<ul style="list-style-type: none"> ✓ ✓ 	<p>You are curious about new and novel ways of working and thinking</p> <p>You are broadminded and take a keen interest in expanding perspective</p>
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You propose ways to do things differently with the relevant information to support ideas</p> <p>You try different and novel ways to handle challenges</p> <p>You are energised by new ideas and ways of working</p> <p>You actively explore new and novel ways of working and thinking</p> <p>You see challenges and requirements from a new perspective to come up with a new idea or way of doing things</p> <p>You welcome and publicly value the creative thinking of others</p>
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You promote free-thinking</p> <p>You encourage input from a wide range of sources</p> <p>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</p> <p>You have the ability to come up with alternatives that are relevant to the situation and are valued by others</p> <p>You can evaluate your new ideas and the ideas of others to ensure that new thinking leads to high standard results</p> <p>You coach others in creative techniques</p>
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You create an environment where creative thinking is welcomed when appropriate to generate a better-quality result</p> <p>You encourage people to take the initiative and view unsuccessful ideas as opportunities to explore how to do it better next time</p> <p>You champion trying new ways of doing things and encourage others to be brave</p> <p>You continually encourage innovation and improvement in ways of working</p> <p>You establish an environment where all colleagues feel safe to demonstrate their creativity and ideas without fear of ridicule or disrespect</p> <p>You promote an environment where new and novel ways of working and thinking are encouraged</p> <p>You proactively champion innovative and new approaches</p> <p>You stay up to date with emerging technologies/techniques which may drive innovation</p> <p>You encourage others to think creatively about the work challenges that they face</p> <p>You are a leader in the research and development of improved ways to work and create, analysing information to drive clarity and innovation amongst your peers</p>

Creative	Drawing	
Description	Draws from real life in real time, exhibits an understanding of the principles of illustration. Knows how to use perspective, colour, light and shade within line work, sketching and life drawing.	
New Entrant	✓	You demonstrate a basic understanding of figure drawing and human proportions
Foundation Trainee	✓ ✓	You are able to create simple characters and assets You can map out action sequences
Experienced	✓ ✓	You demonstrate proficiency in figure drawing and understanding of realistic and exaggerated proportions You are able to create strong and detailed characters and assets
Expert	✓ ✓ ✓	You are highly proficient in realistic figure drawing and human anatomy You are able to create complex and dynamic characters and assets You understand and use the principles of depth and perspective in animation
Leadership/HOD		N/A

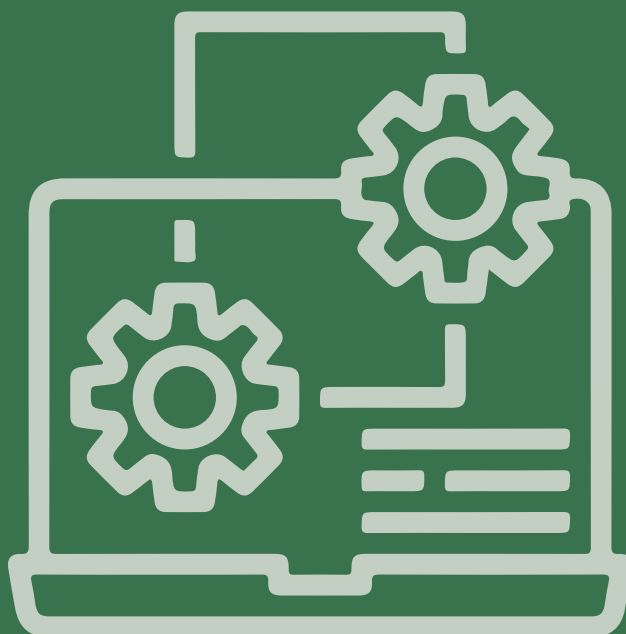
Creative	Acting for animation	
Description	Studies how real people move and react to understand better how to create realistic body mechanics within animation to result in a more believable and life-like performance from characters	
New Entrant		N/A
Foundation Trainee		N/A
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<p>You understand the basics of physical performance and body language</p> <p>You develop an understanding of raw emotion and know how to convey emotions through characterisation</p> <p>You can apply lip-syncing techniques to portray character dialogue accurately</p>
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You develop a strong command of different acting techniques</p> <p>You utilise vocal exercises to strengthen vocal range and nuances</p> <p>You recognise and incorporate subtle body movements and gestures to express character traits</p> <p>You learn how to adjust performance based on visual feedback from character designers</p> <p>You increase improvisational skills appropriate to the type of animation</p> <p>You master the use of facial expressions and body language specific to particular characters</p> <p>You are able to accurately interpret a character's movement and action in 3D space</p>
Leadership/HOD		N/A

Creative	Storyboarding and use of animatics	
Description	<p>Understand the process of creating a storyboard for an animation showing how the story progresses through sketching each scene. Creates a rough animation of the storyboard to gain an idea of how a sequence will play out before production begins</p>	
New Entrant	✓	You understand storyboarding techniques such as shot sequencing, camera angles and scene transitions
Foundation Trainee	✓	You are able to create storyboards with basic perspectives and understand a character's direction and movement
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<p>You develop a strong narrative concept and determine which approach works best to tell the story</p> <p>You create accurate and detailed storyboards</p> <p>You set up shot composition and add in visual language</p> <p>You are able to synchronise sound and animation sequentially</p>
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<p>You create storyboards that deliver powerful messages</p> <p>You are capable of creating complex and dynamic movements for storyboard characters</p> <p>You have expertise in completing the entire storyboarding and animatics process from concept to completion</p> <p>You are able to work on multiple projects simultaneously</p>
Leadership/HOD		N/A



03

Technical Competencies



Technical Competencies

Technical	Body mechanics	
Description	Creates realistic-looking movements of characters and objects on screen	
New Entrant	<ul style="list-style-type: none"> ✓ ✓ 	<p>You are able to identify and replicate basic body-related motion</p> <p>You have a basic ability to draw a character’s body movement horizontally, vertically and linearly</p>
Foundation Trainee	<ul style="list-style-type: none"> ✓ ✓ 	<p>You understand the practical considerations of the physics of character movement</p> <p>You are able to add subtlety to a character’s body movements</p>
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<p>You are able to model realistic body mechanics by working from a reference source</p> <p>You have an in-depth understanding of how body motion affects how a character feels</p> <p>You are able to create a convincing suggestion of weight, balance and momentum</p>
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<p>You have expertise in judging and understanding the dynamics of a character’s body interactions</p> <p>You create realistic movements with detailed timing, anticipation and follow-through</p> <p>You understand and can use the physical principles needed in complex choreography (e.g. fight or dance scenes)</p> <p>You create natural-looking actions that appear to result in real-world effects</p>
Leadership/HOD		N/A

Technical	Understanding post-production processes	
Description	Understands the processes needed to enhance the final look and feel of the animated project, ensuring that it is polished and presented to viewers at its best	
New Entrant	✓	You have a basic understanding of editing, audio mixing, colour grading, motion tracking and compositing
Foundation Trainee	✓ ✓	You are familiar with digital file formats, workflow organisation and digital asset management You have an understanding of the software used in post-production
Experienced	✓ ✓ ✓	You understand how to manipulate elements of your animation, and how they can be blended with other elements to create a cohesive final image You know when and how to add effects to enhance the final output You have a thorough understanding of the technical aspect of audio mixing and how to ensure that the audio is balanced and mixed correctly
Expert	✓ ✓ ✓	You know which processes are best suited to the project to create the desired results You are fully aware of all details around the delivery process, including deadlines, output formats and acceptable file types You understand the entire post-production workflow so that you know the impact of each step on the overall project quality and timeline
Leadership/HOD		N/A

Technical	Software
<p>Description</p>	<p>Software is used extensively within digital animation.</p> <p>Each role may utilise a number of different software packages.</p> <p>Software is changing at a rapid pace, and listed below are current examples of popular software related to different departments within a typical animation studio.</p> <p>It is important to understand that each studio may also utilise the same software in different ways.</p> <p>Previs roles:</p> <ul style="list-style-type: none"> • After Effects • Maya <p>Layout roles:</p> <ul style="list-style-type: none"> • After Effects • Maya • Python • NUKE <p>Concept roles:</p> <ul style="list-style-type: none"> • Photoshop • Maya • ZBrush <p>Modelling roles:</p> <ul style="list-style-type: none"> • Maya • 3ds Max • MODO • Mudbox • ZBrush <p>Texturing roles:</p> <ul style="list-style-type: none"> • MARI • Photoshop • BodyPaint 3D • Mudbox • UVLayout <p>Rigging roles:</p> <ul style="list-style-type: none"> • Maya • 3ds Max • ToonBoom Harmony • Python • C++ <p>Animator roles:</p> <ul style="list-style-type: none"> • Maya • 3ds Max • MotionBuilder • Python • ToonBoom Harmony • Adobe Animate • Blender

Technical	Software	
Description	<p>FX roles:</p> <ul style="list-style-type: none"> • Maya • Houdini • Realflow <p>Rendering roles:</p> <ul style="list-style-type: none"> • Maya • RenderMan • V-Ray • Maxwell Render • Arnold <p>Lighting roles:</p> <ul style="list-style-type: none"> • Maya • RenderMan • V-Ray • Maxwell Render • Arnold <p>Compositing roles:</p> <ul style="list-style-type: none"> • NUKE • Photoshop • Maya <p>Matte Painter:</p> <ul style="list-style-type: none"> • Maya • NUKE • Photoshop • Vue <p>Pipeline roles:</p> <ul style="list-style-type: none"> • Python • C++ <p>Production Workflow tools:</p> <ul style="list-style-type: none"> • Shotgrid (previously called Shotgun) • Unreal Engine 	
New Entrant	✓	You have a basic working knowledge of the software in use
Foundation Trainee	✓	You have a good working knowledge of the software and the ways it is utilised within the current project/studio
Experienced	✓ ✓	You have extensive working knowledge of the software in use You are able to guide and support others with learning about the use of the software
Expert	✓ ✓ ✓ ✓	You are an experienced user of the software You are able to create training sessions for others on the software You stay up to date with new releases and updates and ensure this knowledge is shared You proactively research new software that is applicable to your role/the studio
Leadership/HOD	✓ ✓ ✓	You ensure all software used on a project is appropriately licenced You approve the use of new software when appropriate for the project You stay ahead of industry trends related to software and actively seek out information

Meditate.
Marinate.
Collaborate.
Animate.



04

Leadership Competencies



Leadership Competencies

Leadership	Managing budgets	
Description	Creates and monitors a budget, making adjustments as needed. Analyses costs and expenditures. Sets financial goals. Uses a systematic approach to ensure an organisation’s financial resources are managed responsibly and efficiently	
New Entrant	✓	N/A
Foundation Trainee	✓ ✓	You know who is responsible for managing the budget within a project You understand what a budget is and how it relates to a project’s success
Experienced	✓	You are able to identify issues that may have an impact on budgets and raise this with appropriate stakeholders
Expert	✓ ✓	You stay updated on the financial performance of projects You are able to propose solutions to issues and challenges that may be more cost-effective
Leadership/HOD	✓ ✓ ✓ ✓ ✓ ✓ ✓	You create and monitor budgets You forecast and share trends and financial data with stakeholders You calculate the profit and loss of projects You understand the implication of taxation and tax credits on project profit margins You report back to clients on project finances You use data to analyse the financial performance of projects You utilise all resources available to manage financial risk

Leadership	Mentoring and coaching	
Description	Actively supports the performance and development of others through the provision of quality feedback, advice and guidance, and a positive environment	
New Entrant		N/A
Foundation Trainee		N/A
Experienced	<ul style="list-style-type: none"> ✓ 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 experiences and learning ✓ You provide feedback effectively and appropriately ✓ You ask questions to draw out issues and challenges ✓ You offer advice to less experienced/unconfident colleagues and/or in urgent situations 	
Expert	<ul style="list-style-type: none"> ✓ You provide regular informal opportunities to discuss performance and give support ✓ You guide others in how to accomplish a task and provide advice when needed or requested ✓ You proactively seek opportunities to support others in ways which align with the wider goals and performance of the team ✓ You provide open, specific, timely and constructive feedback to colleagues, which supports ongoing growth and development in a positive way ✓ 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 celebrate your colleagues' successes ✓ You help your colleagues develop an appropriate, measurable development action plan with target dates 	
Leadership/HOD	<ul style="list-style-type: none"> ✓ You use quality questions to facilitate self-improvement for others ✓ You promote opportunities for others to both seek and provide feedback ✓ You encourage and support coaching and/or mentoring across the organisation ✓ You build supportive and development-focused environments and ensure others have opportunities to develop performance ✓ 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 take a strong leadership stance in providing guidance and advice in urgent situations ✓ You recognise when your own level of experience and expertise should be used to guide others 	

Leadership	Strategic Thinking	
Description	Understands the purpose and goals of each project and thinks through the barriers to success and how to counter them. Understands the wider economic and socio-political context in which the industry operates and provides thoughtful leadership in the successful development of the industry	
New Entrant		N/A
Foundation Trainee		N/A
Experienced	<ul style="list-style-type: none"> ✓ 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 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	<ul style="list-style-type: none"> ✓ 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 area of expertise and are a recognised expert in your chosen field. 	
Leadership/HOD	<ul style="list-style-type: none"> ✓ You understand the strategic significance of internal and external issues and situations and how they impact on the industry more widely ✓ You contribute thought leadership beyond your own 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 animation industry in Ireland 	

Leadership	Managing People	
Description	Provides direction and support, motivates others, and promotes equality and diversity. Displays leadership qualities and holds themselves and others accountable for project outcomes	
New Entrant		N/A
Foundation Trainee		N/A
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<p>You engage in two-way dialogue with others about work plans, budgets, and deadlines</p> <p>You assign responsibility for tasks and decisions</p> <p>You set project and task objectives and review progress with colleagues</p> <p>You clearly communicate expectations to teams, eliminating ambiguity</p>
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You manage third parties or contractors involved in a project</p> <p>You delegate tasks for the purpose of developing others</p> <p>You work with others in helping them construct development plans</p> <p>You assist colleagues in forming personal development plans to enhance their capability in current and future roles</p> <p>You look for new ways to creatively challenge others and implement them</p> <p>You monitor process, progress, and results to ensure the successful completion of the project</p> <p>You empower others and motivate them to do and to be their best</p> <p>You use successes and failures as opportunities for learning and encourage this in others</p> <p>You understand each person's strengths and use them to get the best out of them</p> <p>You provide development opportunities to enable colleagues to fulfil their current role</p>
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<p>You identify potential in others and assume a role in harvesting it</p> <p>You look for positive attributes in individuals and reinforce them, promoting confidence and optimistic attitudes</p> <p>You set clear, quantitative, and qualitative measures that are tied to project objectives</p> <p>You build a climate where people feel highly motivated to seek out opportunities which will stretch them and develop their capability</p> <p>You look for opportunities to increase the diversity of the project team and to create a genuinely inclusive working environment</p>

Leadership	Leading teams (inspiration and vision)	
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 project and acts as a role model for achieving that vision	
New Entrant		N/A
Foundation Trainee		N/A
Experienced		N/A
Expert	<ul style="list-style-type: none"> ✓ You consult with staff and relevant others on the vision, objectives and working methods for the project or team ✓ You provide individual and team feedback in an environment, form and manner that is most likely to maintain and improve performance and respects team members and the need for confidentiality ✓ You constructively challenge practices and procedures that need to be improved, changed, or eradicated ✓ You provide clear guidance for, and demonstrate in practice, appropriate personal and professional boundaries between colleagues 	
Leadership/HOD	<ul style="list-style-type: none"> ✓ You understand the strategic significance of internal and external issues and situations and how they impact on the industry more widely ✓ You contribute thought leadership beyond your own 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 animation industry in Ireland 	

05

Personal Development Competencies



Personal Development Competencies

Personal Development	Continuous learning and improvement	
Description	Takes responsibility for own learning and development through one's career	
New Entrant	<ul style="list-style-type: none"> ✓ You take advantage of both formal and informal opportunities for development (e.g. courses, feedback from supervisor or peers) ✓ You actively seek out opportunities to participate in learning and self-improvement activities ✓ You are aware that different approaches and skills are required for different work challenges, and you seek out opportunities to develop these additional skills 	
Foundation Trainee	<ul style="list-style-type: none"> ✓ You allocate time and resources for personal and professional development ✓ You recognise the need for continued personal development throughout your career ✓ You actively think about your career in the industry and the steps you need to take to develop that career 	
Experienced	<ul style="list-style-type: none"> ✓ You conduct regular self-check-ins to analyse your skills gaps and then look to identify areas for growth and development ✓ You look to apply learning from opportunities to current and future roles and targets ✓ You identify and participate in learning opportunities to meet current and future role requirements ✓ 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 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	<ul style="list-style-type: none"> ✓ You understand the relevance of learning and apply new skills to your role ✓ You identify and promote the application of new skills at work for others ✓ You actively plan for learning and development ✓ You view continuous learning as a priority for building sustainable teams ✓ You have an accurate self-view of strengths and areas for your development for current role and future development ✓ You can confidently support others in conducting a skills analysis and provide guidance in developmental assessment ✓ 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 	

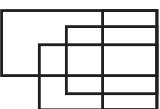
Leadership/HOD	<ul style="list-style-type: none">✓ You promote an environment in which people can explore areas of strength and potential for self-improvement for personal, professional, and business needs now and in the future✓ You are a role model to others by demonstrating a will to continuously improve own skills and expertise✓ You advocate for the continued development and professional growth of people in the business✓ You are seen to be engaging in opportunities for learning across the business✓ You foster an environment that encourages professional and personal growth and the transfer of knowledge✓ You promote opportunities for staff to develop and grow in the organisation✓ You are active in the wider animation community in the development of new talent✓ You help others to make learning relevant in current and future roles✓ You offer opportunities to expand on learning by providing experience and access to expertise at work✓ 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 industry who value continued personal development
-----------------------	--

Personal Development	Self-awareness	
Description	Is aware of different aspects of own self, including behaviour traits, values, strengths and weaknesses, emotions, and feelings. Uses this self-awareness to support 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 skills 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

Personal Development	Managing self (well-being)	
Description	Develops and maintains a range of techniques and contacts that promote own well-being. Supports own mental and physical health and social well-being	
New Entrant	✓	You seek out opportunities to take part in activities that support your physical and mental health
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
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<p>You reflect on your own feelings and emotions about your work, your work performance, and the interactions that you have with your colleagues</p> <p>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</p> <p>You find opportunities to talk about your concerns, anxieties, and emotions with those close to you, and/or colleagues, and/or professional support services</p> <p>You show care and concern for the well-being of yourself and others</p>
Expert	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<p>You proactively make opportunities to check in with others regarding their well-being</p> <p>You are consistently approachable</p> <p>You take care of your own well-being</p> <p>You assist your colleagues in overcoming any barriers faced in their endeavour to maintain their physical and mental well-being</p>
Leadership/HOD	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You put in place systems and support for the well-being of others</p> <p>You actively encourage and model a culture of positive well-being</p> <p>You have an “open door” to others to discuss well-being with you</p> <p>You are a role model for prioritising the well-being of yourself and your colleagues</p> <p>You influence and encourage others to reinforce positive behaviours at work that do not adversely impact on the well-being of colleagues</p> <p>You foster an environment where colleagues are not afraid to discuss their concerns and feelings and ask for help</p>

Personal Development	Industry knowledge	
Description	Is curious about the industry and chosen field within the industry. Develops a deep understanding and passion for chosen field and the industry, more generally.	
New Entrant	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<p>You are curious about the industry and the career opportunities that are available</p> <p>You actively seek out opportunities to participate in skill learning and development related to your chosen field</p> <p>You seek out opportunities to develop additional skills relevant to your role or chosen field</p>
Foundation Trainee	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<p>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</p> <p>You look for structured training that will continue to deepen your knowledge of the industry, sectoral norms, and the working environment</p> <p>You are aware of and seek to develop your teamwork skills</p>
Experienced	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<p>You have a deep knowledge of the industry</p> <p>You are seen as an experienced and sought-after practitioner</p> <p>You encourage others to develop an interest in the industry and career opportunities</p>
Expert	<ul style="list-style-type: none"> ✓ 	<p>You have a deep understanding of the animation and wider film and television industry</p>
Leadership/HOD		N/A





Fís Éireann
Screen Ireland

