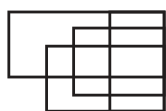


# Competency Framework for the VFX Industry



**Fís Éireann**  
Screen Ireland



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# Foreword

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VFX Ireland is pleased to introduce the Competency Framework for the Visual Effects (VFX) sector—a significant milestone in the ongoing development of Ireland’s creative VFX industry.

This comprehensive publication represents a vital resource for the VFX community and is designed to support sustainable growth, skills development, and industry excellence.

The Framework has been developed to clearly articulate the knowledge, skills, and competencies required across all key roles within the sector. It provides structured guidance for professionals at all stages of their careers, while also promoting a culture of inclusivity and long-term sustainability within the industry.

With the valued support of Fís Éireann/Screen Ireland and the National Talent Academy for VFX, we are now in a position to place skills training and talent development at the forefront of the sector’s evolution. This initiative directly supports the ongoing work of our member studios in cultivating talent and reinforcing Ireland’s global reputation for world-class VFX output.

As the sector continues to expand and diversify, the Competency Framework offers a clear roadmap for the many disciplines within VFX, encompassing roles from production through to 2D and 3D specialisations. It serves not only as a guide for individuals, but also as a strategic tool for studios, artists, students, educators, and policymakers aiming to align training and recruitment with industry standards.

The development of this Framework has been a collaborative effort, made possible through the collective expertise and commitment of VFX Ireland, the Screen Ireland Skills Department, and the dedicated professionals from our member studios.

We wish to extend particular thanks to Alex Kotsos, whose leadership, subject matter expertise, and sustained commitment have been central to the success of this project. Alex has ensured that the Framework reflects best practices and a deep understanding of the VFX sector. Our sincere appreciation also goes to Emer MacAvin for her work in the Framework’s development and to all contributors who have shaped this initiative.

The Competency Framework is designed as a dynamic, evolving resource. VFX Ireland remains committed to its ongoing review and refinement, ensuring it continues to meet the needs of an ever-changing industry and is adaptable to emerging trends and adjacent sectors.

As we look to the future, we invite all stakeholders to adopt this Framework as a foundation for informed growth, targeted investment, and enhanced professional development. Through continued collaboration, we are confident that the Irish VFX sector will achieve even greater success on the international stage.

**Jake Walshe**  
Chairman  
VFX Ireland

# Aims & Objectives

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The aims of the Competency Framework are:

- To support and foster continues learning and development at all career levels within the VFX Sector.
- To future proof the growth of the VFX Sector with clear benchmarks on industry standards.
- To support and address key skills gaps for the wide-ranging skill set.
- To provide clear access routes and road maps for new entrants and professionals at all levels.
- Act as a resource to ensure clear alignment for course/curriculum development for Education bodies and Third level Institutions.

Although this Competency Framework was developed by VFX Ireland and Screen Ireland, it is intended for use by all those who currently work in the VFX Sector in Ireland as well as those who are interested in starting a career in the sector.

This Competency Framework aims to clearly define each role in every department within all department listed in each individual booklet covering a wide range of skill sets.

The Competency Framework serves solely to create a road map or career pathway for each role and to support individuals, supervisors and Heads of Departments Studio Leads in determining ongoing training and development needs.

The framework has identified clusters with regards to competencies which consist of core, technical skills, leadership and personal development competencies. These clusters are broken down for each role with given indicators at each level.

# Methodology

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VFX Ireland and Screen Ireland coordinated this collaborative approach on the development of the Competency Framework, using best practise approach from previous competency frameworks.

Alex Kotsos, a HR consultant, was tasked to develop this resource following her successful tender.

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

# Review Process

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The VFX 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 VFX Ireland with input from Screen Ireland. Proposed changes to this Framework can be emailed to [info@vfxireland.ie](mailto:info@vfxireland.ie) and [skills.info@screenireland.ie](mailto:skills.info@screenireland.ie).

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# Career Levels

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## 1. New Entrant/Foundation Trainee

This level is used to share the expected competence/behaviours for someone either brand new into the industry such as a school leaver, intern or apprentice as well as someone working at 'junior' level. A 'junior' would typically be expected to perform tasks more independently than an apprentice or trainee.

- ✓ From zero to a small level of work experience in VFX
- ✓ First or early career role in industry
- ✓ The level of skill also apply to interns, apprentices and graduates however it is anticipated that they will need more guidance than someone identified as a 'junior'

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## 2. Experienced

This level of role may be advertised and/or named as a 'mid-level' role and will typically be called just the name of the role e.g. Animator

- ✓ Has been actively working on commercial VFX projects
- ✓ Has contributed to a number of VFX projects
- ✓ No direct reports, but may act as mentor/trainer for less experienced crew

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## 3. Expert/Individual Contributor

There are 2 categories in this level and may be advertised and/or named as a 'senior' level position or if more experienced it could be called a 'lead' e.g. Senior Animator or Lead Animator

- ✓ Extensive experience as employed crew or verified freelance
- ✓ Has contributed to numerous VFX projects
- ✓ May be a functional or technical leader
- ✓ No direct reports but may guide, coach, mentor others and give feedback

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## 4. Leadership/HOD/People Manager

This level of role may be advertised and/or named as a Supervisor

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

## Competency Framework Table and Clusters

Core Competencies	Technical Competencies		Leadership Competencies	Personal Development Competencies
Adaptability to Change	VFX Pipeline		Leading Teams	Continuous Learning and Improvement
Communication	VFX Software Suites		Managing Budgets	Industry Knowledge
Decision Making	Knowledge of Photography and Cinematography		Managing People	Managing Self & Resilience (Wellbeing)
Managing Deadlines	Rigging		Mentoring and Coaching	Self-Awareness
Problem Solving	2D	Compositing Software	Strategic Thinking	Working as a Freelancer/ Self-Employed
Quality Oriented	3D	Digital Sculpting Software	Working Inclusively	Working Under Pressure
Time, Task and Resource Management	3D	Lighting Techniques		
Working Collaboratively	3D	Rendering Engines		
Working Independently	3D	Shading and Material Creation		
	3D	Texture Mapping		
	3D	3D Modelling and Animation Software		
	3D	Groom Techniques		



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# Core Competencies

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## Core Competencies

Core	Adaptability to Change	
<b>Description</b>	<b>Responds to, supports, or initiates change to enable the achievement of project objectives. Listens to colleagues and others, considering their views and responding positively and flexibly to rapidly changing environments, particularly in the dynamic and technology-driven VFX industry.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You understand and recognise the value of new ideas and emerging technologies in VFX</li> <li>You respond positively to effective changes in your practice and on your project, adapting quickly to new tools and methods</li> <li>You have a flexible and open approach to changing work situations and new demands, including adopting new software and techniques</li> <li>You change your viewpoint and are proactive in light of changing circumstances or new information, especially when it enhances creative output</li> <li>You display a positive attitude in the face of ambiguity, common in VFX projects due to evolving client needs and technological advancements</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You support effective changes in the project and communicate them positively to others, ensuring seamless integration of new VFX techniques</li> <li>Where possible, you assist others to deal with change, sharing knowledge about new tools and methods</li> <li>You consider challenges from all new perspectives and expand on the thinking or solutions proposed by others before making changes, fostering innovation in VFX workflows</li> <li>You are proactively open to new ideas and initiatives relevant to your area of work, continuously seeking to improve visual effects quality</li> <li>You can adapt your working style and systems for self and others according to project team or organisational requirements, ensuring efficient project delivery</li> <li>You ensure that good practice is sustained while going through changes, maintaining high standards in VFX production</li> <li>You recognise the need for change and encourage others to do likewise, promoting a culture of continuous improvement</li> <li>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</li> <li>You demonstrate a positive attitude in proposing and supporting change, contributing to a forward-thinking VFX team</li> </ul>

Core	Adaptability to Change	
Expert	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You identify opportunities for change in line with best practice and/or provide constructive feedback on other proposed changes, leveraging industry trends</li> <li>You analyse the situation, practice, or system that requires change and propose solutions, using insights from VFX production challenges</li> <li>You seek best practices inside and outside the organisation to anticipate needs for change, staying ahead in the competitive VFX landscape</li> <li>You proactively champion and lead change, driving innovation and efficiency in VFX processes</li> <li>You keep self and others productive during periods of ambiguity, managing the uncertainties inherent in creative projects</li> <li>You continually look for improvements to be made in your own area of expertise, pushing the boundaries of visual effects quality.</li> <li>You help to minimise disruption when implementing changes, ensuring smooth transitions in project workflows</li> </ul>
Leadership/HOD	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You encourage others to identify opportunities for change in their roles and professional practices, fostering a culture of innovation</li> <li>You actively support individuals to identify and communicate any additional resources, support, or expertise they need to adapt to and manage change, ensuring everyone is equipped to handle new challenges</li> <li>You communicate changes in a clear and positive way, understanding that some people may be fearful of change and require additional support, particularly when new technologies are introduced</li> <li>You evaluate change by encouraging feedback and building on this to ensure the success of the change, continuously improving VFX production processes</li> <li>You foster an environment that embraces change positively, promoting a collaborative and adaptive team culture</li> <li>You role model flexibility and a positive approach to change within the organisation, inspiring others to follow suit</li> <li>You create ways in which new ideas and initiatives can be explored, supporting creative experimentation</li> <li>You anticipate periods of uncertainty and ambiguity and provide direction and focus for others, guiding teams through complex VFX projects</li> <li>You drive others to consider the value of changes versus maintaining the status quo, advocating for continuous improvement</li> <li>You effectively highlight the need for change, providing leadership and direction throughout the change process</li> <li>You are instrumental in bringing about change in line with the requirements of the project, department, or business, ensuring the organisation remains competitive and innovative in the VFX industry</li> </ul>

Core	Communication	
Description	<b>Communicates effectively with others using the range of methods and tools available within their environment. Communicates well in both individual and group settings with co-workers and other stakeholders, ensuring clarity and understanding.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You communicate with others in a timely way, advising of relevant messages at the appropriate time, crucial for maintaining project timelines in VFX</p> <p>You seek additional advice to support people's questions and concerns that are beyond your competence to deal with, ensuring accurate information is conveyed</p> <p>You ask appropriate questions to gain consistent and detailed information, which is essential for understanding complex VFX requirements</p> <p>You communicate issues assertively to your supervisor to ensure that issues are resolved promptly, preventing delays in production</p> <p>You welcome and act on feedback from others, using it to improve your skills and work quality</p> <p>You listen attentively and ask questions to gain clarity, remaining focused and reflecting back understanding, important for accurate interpretation of VFX project briefs</p> <p>You select the channel of communication most appropriate to the person's need and desired outcome, considering the variety of digital tools used in VFX</p> <p>You are clear, concise, and appropriate in your use of language and terms, with a considered approach to multicultural teams and communication types</p> <p>You take care over any written work, using appropriate platforms for communication and proofreading before sharing documentation, ensuring accuracy in technical documentation and client communications</p>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You share relevant information and resources with others and seek others' inputs, fostering a collaborative environment</p> <p>You check your own understanding and that of others to ensure that the message has been received without ambiguity or confusion, crucial for complex VFX projects</p> <p>You adjust your communication style to suit the situation, method/platform, and the person, ensuring effective communication across various teams</p> <p>You listen with undivided attention to others and look to clarify thoughts, feelings, and unclear statements, facilitating effective problem-solving</p> <p>You modify the language used with different and diverse groups of stakeholders, both in person and in writing, ensuring inclusivity and clarity</p>

Core	Communication	
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓ You communicate both simple and complex ideas to people in a clear way, ensuring technical and creative concepts are understood by all team members</li> <li>✓ You encourage and help other project colleagues to communicate in a clear and respectful way, promoting a positive working environment</li> <li>✓ You identify methods and systems to promote effective communication and engagement with people on the project and/or in your team, leveraging industry-standard tools and platforms</li> <li>✓ You encourage others to ask questions and express their views, fostering an open dialogue</li> <li>✓ You identify the best forms of communication depending on the context and/or the stage of the project, ensuring efficient information flow</li> <li>✓ You take others' perspectives into account when communicating, enhancing collaboration</li> <li>✓ You seek understanding of preferences for communications and use in- person communication in difficult discussions, ensuring sensitive issues are handled appropriately</li> <li>✓ You listen attentively and ask questions to gain clarity</li> </ul>	
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓ You encourage and establish mechanisms to share knowledge and resources across the business, facilitating continuous learning and innovation</li> <li>✓ You evaluate and modify communication methods and systems, ensuring they meet the evolving needs of the VFX industry</li> <li>✓ You highlight communication gaps and take action to bridge them by encouraging the development of clear and relevant communication channels among your colleagues and team</li> <li>✓ You exemplify and coach others on how to work with people to understand their preferred methods of communication and language, enhancing team cohesion</li> <li>✓ You exemplify and coach others in good practice in verbal communication; clear, concise, and respectful expression with active and patient listening</li> <li>✓ 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, crucial for the success of VFX projects</li> <li>✓ You share relevant information concerning strategic/long-term plans with colleagues, ensuring alignment and transparency.</li> <li>✓ You monitor the climate of communications and take action to improve where necessary, maintaining a positive and productive work environment</li> <li>✓ You select from a range of channels and methods to communicate with others, leading communication to achieve positive outcomes in challenging circumstances</li> <li>✓ You promote the use of accurate, clear, and concise communication, essential for technical accuracy and creative collaboration</li> <li>✓ You "speak" appropriately to all levels of the business and externally, ensuring professional and effective communication with clients and stakeholders</li> <li>✓ You speak and present to others with confidence and clarity, effectively conveying the vision and goals of VFX projects.</li> <li>✓ You communicate the 'big picture' in an appropriate way for your stakeholders, demonstrating transparency and integrity wherever possible, aligning with the overall strategic direction of the organisation</li> </ul>	

Core	Decision Making	
Description	<b>Comes to effective and justifiable conclusions and engages people and takes account of impact and environment. Looks beyond obvious solutions and drafts appropriate resolutions to make informed decisions.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓ You involve relevant people to get advice and information when unsure how to proceed, but take accountability for your own decisions</li> <li>✓ You take into account all available facts and data when coming to conclusions, crucial for technical accuracy and creative integrity</li> <li>✓ You recognise which people are relevant to making specific decisions, ensuring collaborative and informed decision-making processes</li> <li>✓ You seek clarity on decisions that have been made that impact your own work, ensuring alignment with project objectives</li> </ul>	
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓ You proactively engage relevant people and resources to support decision-making, fostering a collaborative environment</li> <li>✓ You consider the impact of your decisions on others and take final accountability, crucial for maintaining team cohesion and project success</li> <li>✓ You articulate both sides of a solution, recognising the pros and cons of a given option, ensuring balanced and fair decision-making</li> <li>✓ You make decisions following an analysis and assessment of the available practical options, ensuring efficient problem-solving</li> <li>✓ You identify the key issues in ambiguous information or complicated situations, crucial for navigating complex VFX projects</li> <li>✓ You obtain specialist assistance where you are unable to make a reasonable judgement based on your own experience or knowledge, ensuring informed and accurate decisions</li> </ul>	
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓ You engage with relevant internal and external sources to support strategic decision-making, leveraging industry insights and best practices</li> <li>✓ You can explain how decisions have been reached in a clear and concise way, both verbally and in writing, ensuring transparency and understanding</li> <li>✓ You carefully assess the risks and sensitivities in making certain decisions and discuss these with appropriate people while respecting confidentiality requirements, ensuring responsible and ethical decision-making</li> </ul>	
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓ You drive an inclusive culture where decisions are data-led, consensual, and relevant, promoting collaborative decision-making</li> <li>✓ You help others to identify, analyse, and select options by leading by example and providing the space and time for them to do so, fostering a supportive environment</li> <li>✓ 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, promoting fairness and compliance</li> <li>✓ You demonstrate transparency around decisions and create a culture where others feel able to challenge decisions and seek clarity, encouraging open dialogue</li> <li>✓ You promote openness in decision-making regarding the purpose and reasons for decisions, and take public accountability, ensuring trust and credibility</li> <li>✓ You deliver concise presentations across varied mediums, both internally and externally, which clearly communicate why decisions have been made, ensuring clear and effective communication</li> <li>✓ You demonstrate the consideration of all options, costs, risks, and wider implications, ensuring comprehensive and well-informed decision-making</li> </ul>	

Core	Managing Deadlines	
Description	<p><b>Effectively plans and executes to ensure timely delivery of tasks and projects. Organises workflows, setting realistic timelines, and consistently meeting project milestones and external deadlines. Understand the value of strong time management, adaptability, and strategic prioritisation to ensure that VFX elements are delivered on time and align with the overall production schedule.</b></p>	
New Entrant	<ul style="list-style-type: none"> <li>✓ You meet basic project deadlines by following established timelines and schedules with supervision, ensuring alignment with the project’s objectives</li> <li>✓ You demonstrate an awareness of the importance of deadlines in the context of the VFX production process</li> <li>✓ You seek guidance on time management, adapting to established project schedules under supervision</li> <li>✓ You effectively use software to manage tasks and priorities, essential for tracking progress in VFX projects</li> <li>✓ You communicate proactively when facing challenges that may impact deadlines, seeking assistance and guidance</li> <li>✓ You collaborate effectively with project/production members to ensure the timely completion of assigned tasks within the broader project schedule</li> <li>✓ You consistently meet project deadlines independently, demonstrating a proactive approach to time management</li> <li>✓ You effectively prioritise tasks based on project milestones, ensuring alignment with overall production schedules</li> <li>✓ You utilise project management skills and tools to achieve outcomes, optimising the use of VFX-specific software</li> <li>✓ You manage multiple deadlines concurrently, optimising workflow and resource allocation</li> <li>✓ You proactively communicate with project/production members to provide updates on progress and potential deadline adjustments</li> <li>✓ You adapt to changes in project scope or unexpected challenges, making informed decisions to maintain project timelines</li> </ul>	
Experienced	<ul style="list-style-type: none"> <li>✓ You master the art of managing deadlines at a strategic level, ensuring alignment with broader production schedules and industry standards</li> <li>✓ You lead the development and execution of comprehensive project plans, considering dependencies and potential risks to deadlines</li> <li>✓ You effectively communicate with key stakeholders, including directors and producers, to align VFX deadlines with overall project goals using industry-standard project management tools and processes</li> <li>✓ You lead discussions on optimising workflow and resource allocation to enhance overall efficiency and meet project deadlines</li> <li>✓ You mentor and guide project/production members in effective deadline management, fostering a culture of excellence and timeliness within the project</li> </ul>	

Core	Managing Deadlines	
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You demonstrate advanced expertise in managing complex project timelines, ensuring seamless integration of VFX deliverables with overall production schedules</p> <p>You proactively identify potential risks to deadlines and implement mitigation strategies to prevent delays</p> <p>You utilise advanced project management methodologies and tools to streamline processes and improve efficiency in meeting deadlines</p> <p>You provide strategic insights and recommendations to stakeholders on managing project timelines, balancing creativity with timely delivery</p> <p>You continuously evaluate and improve deadline management practices, leveraging industry best practices and innovations</p>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You drive an inclusive culture where deadlines are managed efficiently and effectively, promoting a collaborative and disciplined approach</p> <p>You develop and implement robust project management frameworks to ensure all team members understand and adhere to deadlines</p> <p>You evaluate and adjust communication methods to ensure all stakeholders are informed of project timelines and any potential changes</p> <p>You champion a proactive approach to deadline management, encouraging teams to anticipate challenges and devise solutions in advance</p> <p>You demonstrate leadership in managing large-scale VFX projects, ensuring timely delivery while maintaining high standards of quality</p> <p>You coach and mentor team members in advanced deadline management techniques, fostering a culture of continuous improvement and excellence</p>

Core	Problem Solving	
Description	<b>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.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You reach out to more experienced colleagues to understand how to solve problems, gaining insights into VFX-specific challenges</li> <li>You learn quickly from listening and observing problem-solving activities within the VFX production environment</li> <li>You analyse your own workflow and data, recognising where there are gaps in information, crucial for maintaining the integrity of VFX processes</li> <li>You break problems down simply and logically into achievable steps, ensuring methodical and effective solutions</li> <li>You solve problems with guidance from your supervisor and/or team, ensuring accuracy and alignment with project goals</li> <li>You analyse the information at hand accurately and/or seek additional information or inputs to enable you to problem solve effectively</li> <li>You increase the number of problems you can solve with guidance from your supervisor and/or team, building your problem-solving skills in the VFX context</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You distinguish between critical, valuable, and less crucial data and information, ensuring focus on the most important aspects of VFX projects</li> <li>You seek and gather information from multiple sources and databases to evaluate the best ways forward, utilising industry-specific tools</li> <li>You identify the main source of information from complex data, ensuring clarity in problem-solving</li> <li>You identify critical connections and patterns in information/data for both reactive and proactive planning, enhancing project efficiency</li> <li>You recognise causes and consequences that are not readily apparent and you investigate deeply, ensuring thorough analysis</li> <li>You solve problems collaboratively with your team, leveraging collective expertise</li> <li>You spot potential difficulties in solutions and bring these to the attention of appropriate colleagues, ensuring proactive issue resolution</li> <li>You identify the key issues in ambiguous information or complicated situations, crucial for effective decision-making</li> <li>You use your reasoning to identify the root cause of a problem, ensuring long-term solutions</li> <li>You recognise the effect a problem will have on the future (you see cause and effect relationships), ensuring foresight in problem-solving</li> <li>You use common sense and refer to existing practices and procedures to solve a problem whenever possible, ensuring efficiency and consistency</li> </ul>

Core	Problem Solving	
<b>New Entrant</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You analyse workstreams, processes, and resources, using learned experiences and gained knowledge to bridge any gaps in information, ensuring continuous improvement</p> <p>You establish cause/effect relationships, 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 that enhance VFX production quality</p> <p>You identify potential obstacles or barriers that may impede/prevent a particular solution or course of action and take the appropriate steps to overcome/address these, ensuring smooth project execution</p>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You encourage problem-solving behaviour in teams and give positive and constructive feedback when such behaviour is demonstrated, fostering a proactive culture</p> <p>You promote detailed analysis of critical data/information to develop conceptual frameworks for strategic review, ensuring comprehensive problem-solving</p> <p>You demonstrate reflective practice and create an environment where colleagues learn from problem-solving rather than focus on blame, promoting a culture of continuous learning</p> <p>You use the contribution of others to re-focus on problems and issues to open up a new array of possible options, ensuring diverse perspectives in problem-solving</p> <p>You draw sound, unbiased evaluations based upon a blend of detailed analysis, stakeholder consultation, and learned experiences, ensuring balanced decision-making</p> <p>You lead in the development of processes which capture knowledge and experience from multiple sources of data/information, promoting the use of collective expertise to enrich problem analysis</p> <p>You assimilate varied forms of complex data with accuracy and speed, proactively identifying issues before they become problematic, ensuring proactive management</p>

Core	Quality Oriented	
Description	<b>Works with focus to complete work to the quality standards required, ensuring the highest level of precision and excellence in the VFX industry.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓ You are able to follow instructions accurately, ensuring adherence to project guidelines</li> <li>✓ You ask questions about instructions to clarify expectations and ensure high-quality outcomes</li> <li>✓ You demonstrate a willingness to learn and understand the quality standards specific to VFX</li> <li>✓ You ask for feedback and act on it, using it to improve your work and meet VFX quality standards</li> <li>✓ You are careful, precise, and thorough in tasks, ensuring attention to detail</li> <li>✓ You take accountability for your own work tasks, ensuring they meet the required quality levels</li> <li>✓ You develop an understanding of the importance of quality in VFX production and strive to meet these standards consistently</li> </ul>	
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓ You are able to spot mistakes quickly, ensuring any issues are addressed promptly to maintain high-quality standards</li> <li>✓ You are consistent in maintaining standards, ensuring all work meets the required quality levels</li> <li>✓ You are vigilant about double-checking work before submitting, preventing errors and ensuring precision</li> <li>✓ You provide constructive feedback to peers to help maintain high standards of quality across the team</li> </ul>	
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓ You are able to rectify your own and others' mistakes quickly, ensuring minimal disruption to project timelines</li> <li>✓ You understand the level of acceptable standards, recognising when work is "good enough" while striving for excellence</li> <li>✓ You provide specific feedback to support and motivate others in their work, helping them to achieve high-quality outcomes</li> <li>✓ You mentor team members on best practices and techniques to improve the quality of their work</li> </ul>	
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓ You hold yourself and others to the highest standards possible whilst ensuring support and resources are available to enable detail and quality</li> <li>✓ You provide coaching and support to enable others to recognise when quality and detail are not to the expected standard and how to improve</li> <li>✓ You promote an environment where people take responsibility for their work quality, fostering a culture of excellence</li> <li>✓ You look for opportunities to enable work quality across the business, implementing best practices and innovations</li> <li>✓ 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</li> <li>✓ You ensure that quality standards are integrated into all aspects of project planning and execution, maintaining the reputation of the VFX team for excellence</li> </ul>	

Core	Time, Task and Resource Management	
Description	<b>Works to optimise outputs and impacts using available resources while identifying potential constraints. Plans and completes work to agreed standards and exercises effective time management.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You schedule each day's activities to use time effectively, ensuring alignment with project schedules and deadlines</p> <p>You report on any difficulties you have had in completing your work activities within the allotted timescales, seeking assistance to overcome challenges</p> <p>You demonstrate an understanding of the importance of time management in maintaining the flow of VFX production</p> <p>You proactively plan your own work to meet team or project goals, ensuring your tasks contribute to overall project success</p> <p>You are aware of the workloads and workflows of other colleagues, fostering a collaborative work environment</p> <p>You adjust your plans as needed to accommodate changes in project priorities or requirements</p>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<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, ensuring efficient collaboration</p> <p>You create comprehensive plans which deliver on specific objectives, considering all relevant factors in the VFX production process</p> <p>You identify the resources required to achieve the plans, ensuring they are available and used effectively</p> <p>You think ahead and attempt to identify potential problems and factors which may arise, raising these with the appropriate person to address the issues proactively</p>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You set realistic timescales and monitor the progress of plans, adapting as necessary to ensure project milestones are met</p> <p>You develop plans for your own area of responsibility, ensuring input from appropriate colleagues to enhance collaboration and efficiency</p> <p>You communicate those plans to team members affected by them, ensuring everyone is aware of their roles and responsibilities</p> <p>You acknowledge when you are overburdened and seek assistance where required, maintaining productivity and work quality</p> <p>You proactively raise deviations (actual or potential) from plans with appropriate personnel and work to find ways to address these, ensuring timely problem resolution</p>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You coach others on effectively planning and organising their workload, ensuring they take account of individual preferences and project requirements</p> <p>You help resolve conflicts which may arise as staff endeavour to balance their own responsibilities with individual needs, preferences, and abilities, ensuring a harmonious work environment</p> <p>You anticipate the impact of environmental and situational factors on projects and plans, compensating for unexpected situations to maintain project timelines</p> <p>You develop strategic plans for your own area of work which aim to deliver long-term objectives, ensuring the VFX department's growth and success</p> <p>You allocate resources effectively, ensuring optimal use of talent and tools to meet high standards and tight deadlines in VFX production</p>

Core	Working Collaboratively	
Description	<b>Engages effectively with diverse project/production members and stakeholders to achieve shared objectives. Fosters a cooperative and communicative environment where individuals can contribute their unique skills and perspectives towards the collective success of a project.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a willingness to actively engage with project/production members and contribute to collaborative efforts</li> <li>You listen and communicate effectively with others, seeking to understand different perspectives</li> <li>You work cooperatively on assigned tasks, understanding the importance of individual contributions to the project/production</li> <li>You adapt to project/production dynamics, showing flexibility and openness to diverse working styles</li> <li>You seek guidance and feedback from project/production members, actively incorporating input into your work</li> <li>You effectively communicate and collaborate with project/production members from various disciplines within the production</li> <li>You demonstrate a proactive approach in building positive working relationships with colleagues</li> <li>You share knowledge and expertise with project/production members, contributing to a collaborative learning environment</li> <li>You adapt to different working styles and preferences, fostering a harmonious and productive project/production atmosphere</li> <li>You collaborate in problem-solving, actively participating in discussions and decision-making processes</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You lead by example in fostering a collaborative and inclusive project/production culture, promoting open communication and mutual respect</li> <li>You build and nurture strong working relationships with key stakeholders, including directors, producers, and fellow creatives</li> <li>You initiate and facilitate collaboration between different departments, ensuring a cohesive and integrated production process</li> <li>You actively mentor and guide project/production members, fostering a culture of collaborative excellence</li> <li>You contribute to the development of industry-wide collaborative practices, influencing standards and expectations</li> </ul>

Core	Working Collaboratively	
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You identify and leverage the strengths of team members, ensuring optimal contribution to project goals</p> <p>You resolve conflicts effectively, ensuring team cohesion and a positive working environment</p> <p>You foster an environment of trust and open dialogue, encouraging team members to share ideas and feedback</p> <p>You design and implement strategies to enhance collaboration across all levels of the project/production</p> <p>You continuously seek ways to improve collaborative processes, integrating best practices and innovative solutions</p>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You drive a culture of collaboration at an organisational level, setting the standard for teamwork and collective success</p> <p>You champion initiatives that promote interdisciplinary collaboration, enhancing the overall quality and efficiency of VFX projects</p> <p>You provide resources and support to enable effective collaboration, ensuring teams have the tools and environment they need to succeed</p> <p>You lead strategic discussions with senior stakeholders, aligning collaborative efforts with the organisation's long-term goals</p> <p>You evaluate and refine collaboration frameworks, ensuring they meet the evolving needs of the VFX industry and the organisation</p>

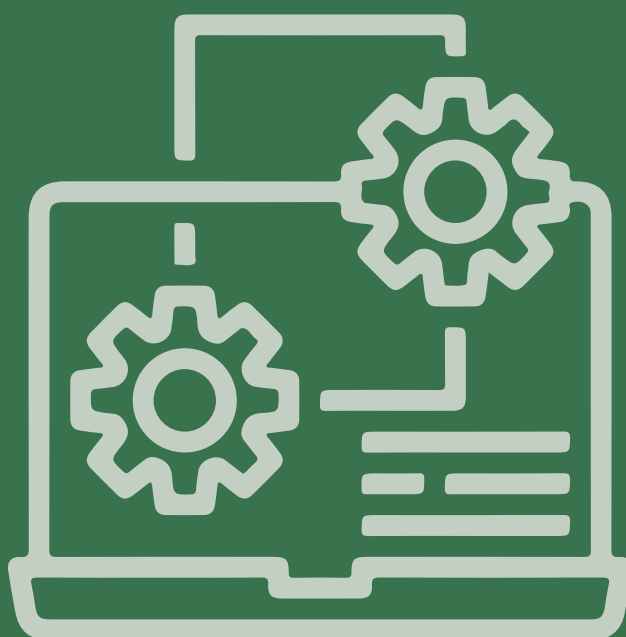
Core	<b>Working Independently</b>	
Description	<b>Works effectively as an individual contributor whilst maintaining appropriate contact with others when needed. Demonstrates self-awareness and self-motivation with a consistent and disciplined approach to time and task management. Delivers on projects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



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# Technical Competencies

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## Technical Competencies

Technical	VFX Pipeline	
Description	<b>Understands and navigates the VFX pipeline, which encompasses the entire process of creating visual effects from concept to final output. Has knowledge of each stage of the pipeline, including pre-production, production, and post-production, and how they interconnect.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a basic understanding of the stages in the VFX pipeline and their respective purposes</li> <li>You follow instructions to perform tasks at different stages of the pipeline, adhering to project guidelines</li> <li>You ask for guidance and feedback to improve your understanding of the VFX pipeline</li> <li>You manage and organise your work according to the requirements of each pipeline stage</li> <li>You understand the importance of each stage and its impact on the overall production</li> <li>You apply your understanding of the VFX pipeline to perform intermediate tasks at various stages</li> <li>You identify and communicate potential issues that may affect the pipeline's efficiency</li> <li>You troubleshoot common problems independently or with minimal assistance, ensuring smooth workflow transitions</li> <li>You stay updated on new technologies and methodologies related to the VFX pipeline, incorporating them into your work</li> <li>You collaborate with team members across different pipeline stages to ensure cohesive project progression</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate comprehensive knowledge of the VFX pipeline, managing tasks and projects effectively across all stages</li> <li>You develop and refine workflows that optimise the pipeline's efficiency and effectiveness</li> <li>You provide constructive feedback and support to junior team members, helping them understand and navigate the pipeline</li> <li>You effectively manage multiple projects, ensuring smooth transitions and high standards at each pipeline stage</li> <li>You stay current with industry trends and best practices in pipeline management, applying new techniques to enhance your work</li> </ul>

Technical	VFX Pipeline	
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You create and implement advanced workflows that streamline the VFX pipeline, ensuring optimal performance and quality</p> <p>You solve complex pipeline issues and provide solutions that enhance the overall efficiency of the production process</p> <p>You lead by example, setting the standard for quality and efficiency within the pipeline management team</p> <p>You mentor and train team members, sharing your expertise and knowledge of the VFX pipeline</p> <p>You contribute to the development of new tools and technologies that improve pipeline integration and productivity</p>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You set strategic direction for the VFX pipeline within the organisation, ensuring alignment with creative and technical goals</p> <p>You evaluate and implement new pipeline technologies and methodologies to enhance the team's capabilities</p> <p>You ensure the pipeline team adheres to best practices and industry standards, maintaining the highest quality of work</p> <p>You anticipate future trends and challenges in the VFX pipeline, developing long-term strategies to maintain the organisation's competitive edge</p>

Technical	VFX Software Suites	
Description	<b>Understands and uses various VFX software suites to create high-quality visual effects. Has knowledge of industry-standard software such as Maya, Nuke, Houdini, and others, and the ability to apply their tools and features effectively across different stages of the VFX pipeline.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a basic understanding of commonly used VFX software suites and their purposes</li> <li>You follow instructions to perform simple tasks using various VFX software tools</li> <li>You ask for guidance and feedback to improve your proficiency in different software suites</li> <li>You manage and organise your software assets and project files according to standard practices</li> <li>You understand the importance of software interoperability and its impact on the VFX workflow</li> <li>You apply intermediate skills in using multiple VFX software suites to perform tasks across different stages of the production process</li> <li>You identify and communicate potential software-related issues that may affect the workflow</li> <li>You troubleshoot common software problems independently or with minimal assistance, ensuring smooth project execution</li> <li>You stay updated on new features and updates of VFX software, incorporating them into your work</li> <li>You collaborate with team members to integrate software tools effectively into the production pipeline</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate comprehensive knowledge of various VFX software suites, managing tasks and projects effectively using multiple tools</li> <li>You develop and refine workflows that optimise the use of different software suites for enhanced productivity</li> <li>You provide constructive feedback and support to junior team members, helping them improve their software proficiency</li> <li>You effectively manage multiple projects, ensuring smooth transitions and high standards across different software platforms</li> <li>You stay current with industry trends and best practices in VFX software usage, applying new techniques to enhance your work</li> </ul>

Technical	VFX Software Suites	
<p><b>Expert</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You create and implement advanced workflows that integrate various VFX software suites, ensuring optimal performance and quality</li> <li>You solve complex software integration issues and provide solutions that enhance the overall efficiency of the production process</li> <li>You lead by example, setting the standard for technical proficiency and efficiency within the team</li> <li>You mentor and train team members, sharing your expertise and knowledge of various VFX software suites</li> <li>You contribute to the development of new tools and plugins that improve software interoperability and productivity</li> </ul>
<p><b>Leadership/HOD</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for the use of VFX software suites within the organisation, ensuring alignment with creative and technical goals</li> <li>You evaluate and implement new software technologies and methodologies to enhance the team's capabilities</li> <li>You ensure the software usage adheres to best practices and industry standards, maintaining the highest quality of work</li> <li>You foster a culture of continuous learning and innovation, encouraging team members to expand their software skills</li> <li>You drive the development of comprehensive software usage guidelines and standards for the organisation</li> <li>You oversee the allocation of software resources, ensuring efficient use of tools to meet project demands</li> <li>You represent the organisation at industry events and conferences, staying at the forefront of advancements in VFX software technologies</li> <li>You anticipate future trends and challenges in VFX software, developing long-term strategies to maintain the organisation's competitive edge</li> </ul>

Technical	Knowledge of Photography and Cinematography	
<b>Description</b>	<p><b>Proficiency in understanding the fundamental principles of photography and cinematography, which are essential for creating realistic and visually compelling visual effects. This competency involves knowledge of photographic techniques, camera settings, lighting, composition, and how these elements influence the quality and integration of VFX in film and digital media. Additionally, it encompasses an understanding of CG cinematography, including virtual cameras and digital workflows, to ensure that VFX elements are seamlessly integrated with live-action footage.</b></p>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a basic understanding of key photographic concepts such as exposure, aperture, shutter speed, and ISO, and how they affect image quality in a VFX context</li> <li>You recognise the importance of composition, framing, and camera angles in visual storytelling, understanding how these elements influence the integration of VFX elements</li> <li>You understand how different lighting setups can alter the mood, depth, and realism of a scene, and how this knowledge applies to both live- action and CG environments</li> <li>You seek guidance on how photographic and cinematographic principles are applied in VFX to achieve seamless integration of elements</li> <li>You are aware of the role of camera settings, including lens selection and focus, in achieving desired effects such as depth of field and motion blur, particularly in CG cinematography</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You apply a solid understanding of photographic and cinematographic principles to inform decisions about lighting, camera movement, and composition in VFX projects</li> <li>You analyse reference images and footage with a critical eye, understanding how photographic techniques are used to achieve specific visual effects and how to replicate these in CG</li> <li>You collaborate effectively with cinematographers, CG artists, and lighting technicians, using your knowledge of photography and cinematography to ensure that VFX elements align seamlessly with live- action footage</li> <li>You stay updated on developments in photographic, cinematographic, and CG cinematography techniques, incorporating this knowledge into your VFX workflows</li> <li>You troubleshoot issues related to image quality, realism, and the integration of VFX by applying your understanding of both traditional and digital cinematography principles</li> </ul>

Technical	Knowledge of Photography and Cinematography	
<p><b>New Entrant/ Foundation Trainee</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You use advanced knowledge of photography and cinematography to influence the creative direction of VFX projects, ensuring that visual effects enhance the overall cinematic experience</p> <p>You provide expert advice on how to replicate specific photographic and cinematographic effects in VFX, such as lens flares, depth of field, motion blur, and camera movements within a CG environment</p> <p>You mentor junior team members in understanding how photographic and cinematographic principles apply to VFX, helping them improve their technical skills and artistic judgement</p> <p>You lead efforts to create realistic lighting, shading, and camera setups that mimic real-world conditions or achieve stylised effects in both live- action and CG scenes</p> <p>You contribute to the development of new techniques and tools that improve the integration of VFX with live-action photography and digital cinematography</p>
<p><b>Experienced</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You set strategic direction for the application of photographic and cinematographic principles in VFX, ensuring that the team’s work aligns with the creative and technical goals of the project</p> <p>You evaluate and implement new photographic, cinematographic, and CG technologies and methodologies to enhance the team’s capabilities and improve the quality of VFX</p> <p>You foster a culture of continuous learning and innovation, encouraging team members to deepen their understanding of photography, cinematography, and CG cinematography and their relevance to VFX</p> <p>You represent the organisation in discussions with directors, cinematographers, and other key stakeholders, advocating for the importance of photographic and cinematographic accuracy in achieving seamless VFX integration</p> <p>You oversee the development of guidelines and best practices for applying photographic, cinematographic, and CG cinematographic principles in VFX production, promoting consistency and excellence across projects</p>

Technical	Rigging	
Description	<p><b>Proficiency in creating and managing rigging systems for characters, creatures, and objects to facilitate their movement and deformation in animation. This competency involves understanding and applying the technical skills required to build complex rigging setups, ensuring that they are robust, flexible, and intuitive for animators to use. Professionals with this skill excel in problem-solving, technical precision, and the ability to collaborate effectively with other team members to achieve high-quality animation and visual effects.</b></p>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a basic understanding of rigging principles and tools used in the VFX industry</li> <li>You follow tutorials and instructions to create simple rigging setups for characters or objects</li> <li>You seek guidance and feedback to improve your rigging skills and understanding of the tools</li> <li>You manage and organise rigging assets according to project requirements</li> <li>You understand the importance of adhering to technical specifications and project guidelines in rigging work</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You create intermediate-level rigging setups, demonstrating a solid understanding of the software's tools and features</li> <li>You optimise your workflow by using efficient techniques and practices in rigging</li> <li>You troubleshoot common issues in rigging independently or with minimal assistance</li> <li>You stay updated on new rigging techniques and technologies, incorporating them into your work</li> <li>You collaborate with other team members, including animators and modellers, to ensure rigs are functional, efficient, and user- friendly</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You produce high-quality rigging setups that meet complex project requirements and deadlines</li> <li>You develop and refine efficient workflows for rigging, ensuring optimal use of software capabilities</li> <li>You provide constructive feedback and support to junior team members, helping them improve their rigging skills</li> <li>You effectively manage multiple rigging tasks and projects, maintaining a high standard of work</li> <li>You stay current with industry trends and best practices in rigging, applying new techniques to enhance your work</li> </ul>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for the use of rigging techniques within the organisation, ensuring alignment with creative and technical goals</li> <li>You evaluate and implement new rigging technologies and methodologies to enhance the team's capabilities</li> <li>You ensure the rigging team adheres to best practices and industry standards, maintaining the highest quality of work</li> <li>You foster a culture of continuous learning and innovation, encouraging team members to expand their rigging skills</li> <li>You drive the development of comprehensive rigging guidelines and standards for the organisation, promoting consistency and quality across projects</li> </ul>

Technical	3D Modelling and Animation Software	
Description	<p><b>Uses 3D modelling and animation software to create high-quality visual effects. Understands and applies the technical skills required to produce complex models and animations, optimising workflows, and staying up-to-date with industry- standard software and techniques.</b></p>	
<p><b>New Entrant/ Foundation Trainee</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate basic proficiency in using industry-standard 3D modelling and animation software, such as Maya, 3ds Max, or Blender</li> <li>You follow tutorials and instructions to create simple models and animations</li> <li>You ask for guidance and feedback to improve your skills and understanding of the software</li> <li>You manage and organise your files and assets according to project requirements</li> <li>You understand the importance of adhering to technical specifications and project guidelines</li> <li>You create intermediate-level models and animations, demonstrating a solid understanding of the software's tools and features</li> <li>You optimise your workflow by using shortcuts and efficient techniques</li> <li>You troubleshoot common issues independently or with minimal assistance</li> <li>You stay updated on new features and updates of the software, incorporating them into your work</li> <li>You collaborate with other team members to integrate your models and animations into larger projects</li> </ul>
<p><b>Experienced</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You produce high-quality models and animations, meeting complex project requirements and deadlines</li> <li>You develop and refine efficient workflows, ensuring optimal use of software capabilities</li> <li>You provide constructive feedback and support to junior team members, helping them improve their skills</li> <li>You effectively manage multiple projects and tasks, maintaining a high standard of work</li> <li>You stay current with industry trends and best practices, applying new techniques to enhance your work</li> </ul>
<p><b>Expert</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You create intricate and detailed models and animations that meet the highest industry standards</li> <li>You solve complex technical problems and optimise software performance for large-scale projects</li> <li>You lead by example, setting the standard for quality and efficiency within the team</li> <li>You mentor and train team members, sharing your expertise and knowledge</li> <li>You contribute to the development of new tools and plugins that improve workflow and productivity</li> </ul>
<p><b>Leadership/HOD</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for the use of 3D modelling and animation software within the organisation</li> <li>You evaluate and implement new software and technologies to enhance the team's capabilities</li> <li>You ensure the team adheres to best practices and industry standards, maintaining the highest quality of work</li> <li>You foster a culture of continuous learning and innovation, encouraging team members to expand their skills</li> </ul>

Technical	Groom Techniques	
Description	<p><b>Proficiency in using groom techniques to create and manage hair, fur, feathers, and other similar elements in 3D characters and environments. This competency involves understanding and applying the technical skills required to simulate realistic and stylistic grooming effects, ensuring that these elements integrate seamlessly into the overall visual design. Professionals with this skill excel in creativity, precision, and the ability to collaborate effectively with other team members to achieve high-quality visual effects.</b></p>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a basic understanding of grooming tools and techniques used in the VFX industry</li> <li>You follow tutorials and instructions to create simple groom setups for hair, fur, or feathers</li> <li>You seek guidance and feedback to improve your grooming skills and understanding of the tools</li> <li>You manage and organise groom assets according to project requirements</li> <li>You understand the importance of adhering to technical specifications and project guidelines in grooming work</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You create intermediate-level groom setups, demonstrating a solid understanding of the software's tools and features</li> <li>You optimise your workflow by using efficient techniques and practices in grooming</li> <li>You troubleshoot common issues in grooming independently or with minimal assistance</li> <li>You stay updated on new grooming techniques and technologies, incorporating them into your work</li> <li>You collaborate with other team members to ensure groom elements integrate seamlessly into larger projects</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You produce high-quality groom setups that meet complex project requirements and deadlines</li> <li>You develop and refine efficient workflows for grooming, ensuring optimal use of software capabilities</li> <li>You provide constructive feedback and support to junior team members, helping them improve their grooming skills</li> <li>You effectively manage multiple grooming tasks and projects, maintaining a high standard of work</li> <li>You stay current with industry trends and best practices in grooming, applying new techniques to enhance your work</li> </ul>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for the use of grooming techniques within the organisation, ensuring alignment with creative and technical goals</li> <li>You evaluate and implement new grooming technologies and methodologies to enhance the team's capabilities</li> <li>You ensure the grooming team adheres to best practices and industry standards, maintaining the highest quality of work</li> <li>You foster a culture of continuous learning and innovation, encouraging team members to expand their grooming skills</li> <li>You drive the development of comprehensive grooming guidelines and standards for the organisation, promoting consistency and quality across projects</li> </ul>

Technical	Compositing Software	
Description	<p><b>Uses compositing software to seamlessly integrate visual elements into a cohesive final product. Understands and applies the technical skills required to combine live-action footage, CGI, matte paintings, and other elements to create high-quality visual effects.</b></p>	
<p><b>New Entrant/ Foundation Trainee</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate basic proficiency in using industry-standard compositing software, such as Nuke, After Effects, or Fusion</li> <li>You follow tutorials and instructions to perform simple compositing tasks</li> <li>You ask for guidance and feedback to improve your skills and understanding of the software</li> <li>You manage and organise your files and assets according to project requirements</li> <li>You understand the importance of adhering to technical specifications and project guidelines in compositing work</li> <li>You perform intermediate compositing tasks, demonstrating a solid understanding of the software's tools and features</li> <li>You optimise your workflow by using shortcuts and efficient techniques</li> <li>You troubleshoot common issues independently or with minimal assistance</li> <li>You stay updated on new features and updates of the software, incorporating them into your work</li> <li>You collaborate with other team members to integrate your compositing work into larger projects</li> </ul>
<p><b>Experienced</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You produce high-quality composite shots, meeting complex project requirements and deadlines</li> <li>You develop and refine efficient workflows, ensuring optimal use of software capabilities</li> <li>You provide constructive feedback and support to junior team members, helping them improve their skills</li> <li>You effectively manage multiple projects and tasks, maintaining a high standard of work</li> <li>You stay current with industry trends and best practices, applying new techniques to enhance your work</li> </ul>
<p><b>Expert</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You create intricate and detailed composite shots that meet the highest industry standards</li> <li>You solve complex technical problems and optimise software performance for large-scale projects</li> <li>You lead by example, setting the standard for quality and efficiency within the team</li> <li>You mentor and train team members, sharing your expertise and knowledge</li> <li>You contribute to the development of new tools and plugins that improve workflow and productivity</li> </ul>
<p><b>Leadership/HOD</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for the use of compositing software within the organisation</li> <li>You evaluate and implement new software and technologies to enhance the team's capabilities</li> <li>You ensure the team adheres to best practices and industry standards, maintaining the highest quality of work</li> </ul>

Technical	Digital Sculpting Software	
Description	<b>Uses digital sculpting software to create highly detailed 3D models for visual effects. Understands and applies the technical skills required to manipulate digital clay, create complex textures, and develop detailed characters and environments.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate basic proficiency in using industry-standard digital sculpting software, such as ZBrush or Mudbox</li> <li>You follow tutorials and instructions to perform simple sculpting tasks</li> <li>You ask for guidance and feedback to improve your skills and understanding of the software</li> <li>You manage and organise your files and assets according to project requirements</li> <li>You understand the importance of adhering to technical specifications and project guidelines in digital sculpting</li> <li>You create intermediate-level sculpts, demonstrating a solid understanding of the software's tools and features</li> <li>You optimise your workflow by using shortcuts and efficient techniques</li> <li>You troubleshoot common issues independently or with minimal assistance</li> <li>You stay updated on new features and updates of the software, incorporating them into your work</li> <li>You collaborate with other team members to integrate your sculpting work into larger projects</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You produce high-quality digital sculpts, meeting complex project requirements and deadlines</li> <li>You develop and refine efficient workflows, ensuring optimal use of software capabilities</li> <li>You provide constructive feedback and support to junior team members, helping them improve their skills</li> <li>You effectively manage multiple projects and tasks, maintaining a high standard of work</li> <li>You stay current with industry trends and best practices, applying new techniques to enhance your work</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You create intricate and detailed digital sculpts that meet the highest industry standards</li> <li>You solve complex technical problems and optimise software performance for large-scale projects</li> <li>You lead by example, setting the standard for quality and efficiency within the team</li> <li>You mentor and train team members, sharing your expertise and knowledge</li> <li>You contribute to the development of new tools and plugins that improve workflow and productivity</li> </ul>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for the use of digital sculpting software within the organisation</li> <li>You evaluate and implement new software and technologies to enhance the team's capabilities</li> </ul>

Technical	Lighting Techniques	
Description	<b>Applies lighting techniques to enhance visual effects. Understands and applies the principles of lighting to create realistic and compelling scenes. Manipulates light to achieve desired moods, atmospheres, and visual storytelling.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a basic understanding of lighting principles and techniques used in the VFX industry</li> <li>You follow instructions to set up simple lighting scenarios, adhering to project guidelines</li> <li>You ask for guidance and feedback to improve your lighting skills</li> <li>You manage and organise lighting assets according to project requirements</li> <li>You understand the importance of lighting in enhancing the realism and mood of a scene</li> <li>You apply intermediate lighting techniques to create visually appealing scenes</li> <li>You experiment with different lighting setups to achieve the desired visual effects</li> <li>You troubleshoot common lighting issues independently or with minimal assistance</li> <li>You stay updated on new lighting techniques and technologies, incorporating them into your work</li> <li>You collaborate with other team members to ensure lighting integrates seamlessly into larger projects</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You produce high-quality lighting setups that meet complex project requirements and deadlines</li> <li>You develop and refine efficient workflows for lighting, ensuring optimal use of software and hardware capabilities</li> <li>You provide constructive feedback and support to junior team members, helping them improve their lighting skills</li> <li>You effectively manage multiple lighting tasks and projects, maintaining a high standard of work</li> <li>You stay current with industry trends and best practices in lighting, applying new techniques to enhance your work</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You create intricate and detailed lighting setups that meet the highest industry standards</li> <li>You solve complex lighting problems and optimise setups for large-scale projects</li> <li>You lead by example, setting the standard for quality and efficiency within the lighting team</li> <li>You mentor and train team members, sharing your expertise and knowledge in lighting techniques</li> <li>You contribute to the development of new lighting tools and workflows that improve productivity and quality</li> </ul>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for the use of lighting techniques within the organisation, ensuring alignment with creative and technical goals</li> <li>You evaluate and implement new lighting technologies and methodologies to enhance the team's capabilities</li> <li>You collaborate with other departments, such as modelling, texturing, and compositing, to ensure cohesive and integrated lighting solutions</li> </ul>

Technical	Rendering Engines	
Description	<b>Uses rendering engines to produce high-quality visual effects. Understands and applies the technical skills required to set up, optimise, and troubleshoot rendering processes. Achieves realistic and visually compelling results, collaborating effectively with other team members to ensure the final output meets project standards.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a basic understanding of rendering engines and their role in the VFX production process</li> <li>You follow instructions to set up simple rendering tasks, adhering to project guidelines</li> <li>You ask for guidance and feedback to improve your rendering skills</li> <li>You manage and organise rendering assets and settings according to project requirements</li> <li>You understand the importance of optimising rendering settings for efficiency and quality</li> <li>You apply intermediate rendering techniques to achieve visually appealing results</li> <li>You experiment with different rendering settings and options to enhance the final output</li> <li>You troubleshoot common rendering issues independently or with minimal assistance</li> <li>You stay updated on new rendering technologies and techniques, incorporating them into your work</li> <li>You collaborate with other team members to ensure rendering integrates seamlessly into larger projects</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You produce high-quality renders that meet complex project requirements and deadlines</li> <li>You develop and refine efficient workflows for rendering, ensuring optimal use of software and hardware capabilities</li> <li>You provide constructive feedback and support to junior team members, helping them improve their rendering skills</li> <li>You effectively manage multiple rendering tasks and projects, maintaining a high standard of work</li> <li>You stay current with industry trends and best practices in rendering, applying new techniques to enhance your work</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You create intricate and detailed renders that meet the highest industry standards</li> <li>You solve complex rendering problems and optimise setups for large-scale projects</li> <li>You lead by example, setting the standard for quality and efficiency within the rendering team</li> <li>You mentor and train team members, sharing your expertise and knowledge in rendering techniques</li> <li>You contribute to the development of new rendering tools and workflows that improve productivity and quality</li> </ul>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for the use of rendering engines within the organisation, ensuring alignment with creative and technical goals</li> <li>You evaluate and implement new rendering technologies and methodologies to enhance the team's capabilities</li> <li>You collaborate with other departments, such as lighting, compositing, and modelling, to ensure cohesive and integrated rendering solutions</li> <li>You oversee the allocation of rendering resources, ensuring efficient use of hardware and software to meet project demands</li> </ul>

Technical	Shading and Material Creation	
Description	<b>Creates and applies shaders and materials to 3D models to achieve realistic and visually compelling results. Understands the principles of shading, texture mapping, and material properties, as well as the technical skills required to implement them effectively in VFX production.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a basic understanding of shading principles and material properties used in the VFX industry</li> <li>You follow tutorials and instructions to create simple shaders and materials</li> <li>You ask for guidance and feedback to improve your skills in shading and material creation</li> <li>You manage and organise shader and material assets according to project requirements</li> <li>You understand the importance of adhering to technical specifications and project guidelines in shading and material work</li> <li>You create intermediate-level shaders and materials, demonstrating a solid understanding of the software’s tools and features</li> <li>You optimise your workflow by using efficient techniques and practices</li> <li>You troubleshoot common issues in shading and materials independently or with minimal assistance</li> <li>You stay updated on new shading techniques and material creation technologies, incorporating them into your work</li> <li>You collaborate with other team members to ensure shaders and materials integrate seamlessly into larger projects</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You produce high-quality shaders and materials that meet complex project requirements and deadlines</li> <li>You develop and refine efficient workflows for shading and material creation, ensuring optimal use of software capabilities</li> <li>You provide constructive feedback and support to junior team members, helping them improve their shading and material skills</li> <li>You effectively manage multiple shading and material tasks and projects, maintaining a high standard of work</li> <li>You stay current with industry trends and best practices in shading and material creation, applying new techniques to enhance your work</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You create intricate and detailed shaders and materials that meet the highest industry standards</li> <li>You solve complex shading and material problems and optimise setups for large-scale projects</li> <li>You lead by example, setting the standard for quality and efficiency within the shading and material creation team</li> <li>You mentor and train team members, sharing your expertise and knowledge in shading and material techniques</li> <li>You contribute to the development of new shading tools and workflows that improve productivity and quality</li> </ul>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for the use of shading and material creation techniques within the organisation, ensuring alignment with creative and technical goals</li> <li>You evaluate and implement new shading and material creation technologies and methodologies to enhance the team’s capabilities</li> </ul>

Technical	Texture Mapping	
Description	<b>Creates and applies texture maps to 3D models to achieve realistic and visually compelling surfaces. Understands the principles of UV mapping, texture painting, and the use of various mapping techniques to enhance the detail and realism of 3D assets.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a basic understanding of texture mapping principles and techniques used in the VFX industry</li> <li>You follow tutorials and instructions to create simple texture maps and apply them to 3D models</li> <li>You ask for guidance and feedback to improve your skills in texture mapping</li> <li>You manage and organise texture assets according to project requirements</li> <li>You understand the importance of adhering to technical specifications and project guidelines in texture mapping work</li> <li>You create intermediate-level texture maps, demonstrating a solid understanding of UV mapping and texture painting tools</li> <li>You optimise your workflow by using efficient techniques and practices</li> <li>You troubleshoot common issues in texture mapping independently or with minimal assistance</li> <li>You stay updated on new texture mapping techniques and technologies, incorporating them into your work</li> <li>You collaborate with other team members to ensure texture maps integrate seamlessly into larger projects</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You produce high-quality texture maps that meet complex project requirements and deadlines</li> <li>You develop and refine efficient workflows for texture mapping, ensuring optimal use of software capabilities</li> <li>You provide constructive feedback and support to junior team members, helping them improve their texture mapping skills</li> <li>You effectively manage multiple texture mapping tasks and projects, maintaining a high standard of work</li> <li>You stay current with industry trends and best practices in texture mapping, applying new techniques to enhance your work</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You create intricate and detailed texture maps that meet the highest industry standards</li> <li>You solve complex texture mapping problems and optimise setups for large-scale projects</li> <li>You lead by example, setting the standard for quality and efficiency within the texture mapping team</li> <li>You mentor and train team members, sharing your expertise and knowledge in texture mapping techniques</li> <li>You contribute to the development of new texture mapping tools and workflows that improve productivity and quality</li> </ul>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for the use of texture mapping techniques within the organisation, ensuring alignment with creative and technical goals</li> <li>You evaluate and implement new texture mapping technologies and methodologies to enhance the team's capabilities</li> </ul>





# 03

## Leadership Competencies



## Leadership Competencies

Leadership	Leading Teams	
Description	<b>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.</b>	
<b>New Entrant/ Foundation Trainee</b>		N/A
<b>Experienced</b>		N/A
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓ You consult with staff and relevant others on the vision, objectives and working methods for the project or team</li> <li>✓ 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</li> <li>✓ You constructively challenge practices and procedures that need to be improved, changed, or eradicated</li> <li>✓ You provide clear guidance for, and demonstrate in practice, appropriate personal and professional boundaries between colleagues</li> </ul>	
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓ You evaluate your own leadership style and abilities, identifying strengths and areas where development is required and ensure access to support for your development</li> <li>✓ You identify the strengths and areas needing development of team members</li> <li>✓ You set high work expectations of every colleague on the project or in your team</li> <li>✓ You establish an open and safe environment in which good practice is developed and maintained and where poor practice is challenged</li> <li>✓ You are committed to promoting a positive and trusting work environment for all staff</li> <li>✓ You implement and communicate the vision (in an understandable format) and how it can be achieved to all colleagues</li> <li>✓ 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</li> <li>✓ You identify and provide support and advice for colleagues when they are carrying out their work activities, roles, and responsibilities</li> <li>✓ You adapt your leadership style to meet the requirements of the situation or team</li> <li>✓ You work collaboratively with other leaders</li> <li>✓ You promote a compelling vision that generates support and commitment among staff</li> </ul>	

Leadership	<b>Managing Budgets</b>	
Description	<b>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</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<p>You know who is responsible for managing the budget within a project</p> <p>You understand what a budget is and how it relates to a project's success</p>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<p>You are able to identify issues that may have an impact on budgets and raise this with appropriate stakeholders</p>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<p>You stay updated on the financial performance of projects</p> <p>You are able to propose solutions to issues and challenges that may be more cost-effective</p>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You create and monitor budgets</p> <p>You forecast and share trends and financial data with stakeholders</p> <p>You calculate profit and loss of projects</p> <p>You understand the implication of taxation and tax credits on project profit margins</p> <p>You report back to clients on project finances</p> <p>You use data to analyse financial performance of projects</p> <p>You utilise all resources available to manage financial risk</p>

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

Leadership	Mentoring and Coaching	
Description	<b>Actively supports the performance and development of others through the provision of quality feedback, advice and guidance, and a positive environment.</b>	
<b>New Entrant/ Foundation Trainee</b>		N/A
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You teach colleagues about specific technical areas where they need more knowledge, and you have some expertise</p> <p>You support colleagues to develop as an individual and as a professional</p> <p>You support colleagues to strengthen their skills and experience in a time of rapid change</p> <p>You help colleagues reflect on their experience and learning</p> <p>You provide feedback effectively and appropriately</p> <p>You ask questions to draw out issues and challenges</p> <p>You offer advice to less experienced/unconfident colleagues and/or in urgent situations</p>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You provide regular informal opportunities to discuss performance and give support</p> <p>You guide others in how to accomplish a task and provide advice when needed or requested</p> <p>You proactively seek opportunities to support others in ways which align to the wider goals and performance of the team</p> <p>You provide open, specific, timely and constructive feedback to colleagues which supports ongoing growth and development in a positive way</p> <p>You help colleagues to define their development needs in detail and identify possible courses of action to address these needs</p> <p>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</p> <p>You challenge colleagues to develop their experience and knowledge by going beyond their comfort zone</p> <p>You help colleagues reflect on their areas of strength and weakness and consider how to use this awareness to develop their skills and career</p> <p>You celebrate your colleagues' successes</p> <p>You help your colleagues develop an appropriate, measurable development action plan with target dates</p>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You use quality questions to facilitate self-improvement for others</p> <p>You promotes opportunities for others to both seek and provide feedback</p> <p>You encourage and support coaching and/or mentoring across the organisation</p> <p>You build supportive and development focused environments and ensures others have opportunities to develop performance</p> <p>You provide clear and articulate feedback that help colleagues reflect on their experience and increase their learning</p> <p>You make your colleagues aware of any incongruence between their thoughts, emotions, and actions</p> <p>You create opportunities for ongoing learning for your colleagues</p> <p>You give colleagues appropriate tasks to challenge them and move them forward towards their goals</p> <p>You take a strong leadership stance in providing guidance and advice in urgent situations</p> <p>You recognise when your own level of experience and expertise should be used to guide others</p>

Leadership	Strategic Thinking	
<b>Description</b>	<b>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 industry operates and provides thoughtful leadership in the successful development of the industry.</b>	
<b>New Entrant/ Foundation Trainee</b>		N/A
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<p>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</p> <p>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</p>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>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</p> <p>You understand the national and international context in which the industry operates</p> <p>You contribute thought leadership within your area of expertise and are a recognised expert in your chosen field</p>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You understand the strategic significance of internal and external issues and situations and how they impact on the industry more widely</p> <p>You contribute thought leadership beyond your own area of expertise and are seen as an expert on the wider industry</p> <p>You understand and respond to trends and industry objectives to enhance and strengthen the VFX industry in Ireland</p>

Leadership	Working Inclusively	
Description	<p><b>Has the ability to create an environment that values and respects diversity, equity, and inclusiveness. Seeks to understand and embrace differences in cultural backgrounds, perspectives, and individual attributes. Has awareness of biases and a commitment to fostering an atmosphere where all project/production members feel valued and empowered.</b></p>	
<p><b>New Entrant/ Foundation Trainee</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate awareness of the importance of diversity, equity, and inclusiveness in the workplace</li> <li>You follow guidelines on basic inclusive practices, such as respectful communication and consideration of different perspectives</li> <li>You adapt to basic tasks related to working in diverse project/productions, actively learning from more experienced project/production members</li> <li>You seek guidance on recognising and addressing unconscious biases, contributing to a more inclusive work environment</li> <li>You collaborate effectively with project/production members, showing respect for diverse backgrounds and perspectives</li> <li>You possess advanced knowledge of the principles of diversity, equity, and inclusiveness, actively promoting these values within the project/production</li> <li>You independently integrate inclusive practices into daily work, fostering a sense of belonging for project/production members from diverse backgrounds</li> <li>You adapt to challenges in working with diverse projects/productions, proactively addressing potential conflicts and promoting understanding</li> <li>You effectively communicate the importance of inclusiveness to project/production members, promoting a culture of mutual respect</li> <li>You collaborate with diverse project/production members to enhance creativity and problem-solving through varied perspectives</li> </ul>
<p><b>Experienced</b></p>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You master the art of working inclusively within the VFX industry, providing leadership in promoting diversity and equity</li> <li>You lead in the development and implementation of comprehensive strategies for fostering an inclusive work environment</li> <li>You adapt seamlessly to complex challenges in inclusivity, addressing systemic issues and championing diversity at all levels</li> <li>You effectively communicate with key stakeholders, directors, and producers, advocating for inclusive practices and representation</li> <li>You mentor and guide project/production members at all levels on advanced inclusivity practices, fostering a culture of diversity, equity, and inclusiveness within the project and/or industry</li> </ul>

Leadership	Working Inclusively	
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You create and promote initiatives that enhance diversity and inclusiveness across the organisation</p> <p>You provide expert advice on inclusivity issues, helping to shape policies and practices that support a diverse workforce</p> <p>You identify and address barriers to inclusivity, implementing solutions that promote equitable opportunities for all team members</p> <p>You lead training and development programmes focused on inclusivity and cultural competence</p> <p>You establish and maintain partnerships with external organisations to promote diversity and inclusiveness within the VFX industry</p>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You set strategic direction for inclusivity within the organisation, ensuring alignment with overall goals and values</p> <p>You evaluate and implement new inclusivity policies and practices to enhance the organisation's culture</p> <p>You ensure the team adheres to best practices and industry standards in inclusivity, maintaining the highest quality of work</p> <p>You foster a culture of continuous learning and innovation, encouraging team members to expand their understanding of diversity and inclusiveness</p> <p>You represent the organisation at industry events and conferences, advocating for inclusivity and sharing best practices</p> <p>You anticipate future trends and challenges in inclusivity, developing long-term strategies to maintain the organisation's commitment to diversity and equity</p> <p>You collaborate with other departments to ensure inclusivity initiatives are integrated across all areas of the organisation</p> <p>You drive the development of comprehensive inclusivity guidelines and standards, promoting a cohesive and inclusive workplace culture</p>





# 04

## Personal Development Competencies



## Personal Development Competencies

Personal Development	Continuous Learning and Improvement	
Description	Takes responsibility for own learning and development through one's career.	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You take advantage of both formal and informal opportunities for development (e.g. courses, feedback from supervisor or peers)</li> <li>You actively seek out opportunities to participate in learning and self-improvement activities</li> <li>You are aware that different approaches and skills are required for different work challenges, and you seek out opportunities to develop these additional skills</li> <li>You allocate time and resources for personal and professional development</li> <li>You recognise the need for continued personal development throughout your career</li> <li>You actively think about your career in the industry and the steps you need to take to develop that career</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You conduct regular self-check-ins to analyse your skills gaps and then look to identify areas for growth and development</li> <li>You look to apply learning from opportunities to current and future roles and targets</li> <li>You identify, and participate in, learning opportunities to meet current and future role requirements</li> <li>You have an annual plan for the training and development that you want to undertake each year to support your professional development</li> <li>You take concrete steps to developing your expertise and developing your career</li> <li>You focus on working to your strengths and compensating for any weaker areas to deliver your best work</li> <li>You work to future proof your skills and experience</li> <li>You get involved in activities that challenge you or take you out of your comfort zone</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You understand the relevance of learning and apply new skills to your role</li> <li>You identify and promote the application of new skills at work for others</li> <li>You actively plan for learning and development</li> <li>You view continuous learning as a priority for building sustainable teams</li> <li>You have an accurate self-view of strengths and areas for development for current role and future development</li> <li>You can confidently support others in conducting a skills analysis and provide guidance in developmental assessment</li> <li>You seek feedback from others to be able to reflect on your performance and be the best at your chosen field</li> <li>You reflect on and learn from successes and failures to develop your career and you help others to do the same</li> <li>You are dedicated to learning throughout your career and build your expertise and reputation throughout your career</li> </ul>

Personal Development	Continuous Learning and Improvement	
Leadership/HOD	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>You are a role-model to others by demonstrating a will to continuously improve own skills and expertise</li> <li>You advocate for the continued development and professional growth of people in the business</li> <li>You are seen to be engaging in opportunities for learning across the business</li> <li>You foster an environment that encourages professional and personal growth and the transfer of knowledge</li> <li>You promote opportunities for staff to develop and grow in the organisation</li> <li>You are active in the wider animation community in the development of new talent</li> <li>You help others to make learning relevant in current and future roles</li> <li>You offer opportunities to expand on learning by providing experience and access to expertise at work</li> <li>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</li> <li>You seek out and act on feedback to develop your own self-awareness and development plans</li> <li>You are a role model for those in the industry who value continued personal development</li> </ul>

Personal Development	Industry Knowledge	
Description	<b>Understands the VFX industry, including its history, current trends, technologies, and key players. Stays informed about industry standards, best practices, and emerging developments.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate a basic understanding of the VFX industry's history and key developments</li> <li>You familiarise yourself with current industry standards and best practices</li> <li>You follow industry news and updates to stay informed about new trends and technologies</li> <li>You seek guidance and mentorship to deepen your understanding of the VFX industry</li> <li>You participate in industry-related events and activities to build your knowledge base</li> <li>You possess a solid understanding of the major trends and technologies shaping the VFX industry</li> <li>You apply industry standards and best practices to your work, ensuring high-quality results</li> <li>You actively seek out and share information about new developments and innovations in the VFX field</li> <li>You network with professionals within the industry to expand your knowledge and connections</li> <li>You contribute to discussions and initiatives within your team that reflect current industry knowledge</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate comprehensive knowledge of the VFX industry, including key players, major projects, and technological advancements</li> <li>You apply your industry knowledge to inform decision-making and improve project outcomes</li> <li>You mentor junior team members, helping them develop their understanding of the industry</li> <li>You lead initiatives that integrate the latest industry trends and technologies into your organisation's practices</li> <li>You stay current with industry publications, conferences, and other resources to continuously update your knowledge</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You provide expert insights on the VFX industry, advising on trends and future developments</li> <li>You contribute to the development and implementation of strategies that align with industry advancements</li> <li>You lead by example, setting the standard for industry knowledge within your team or organisation</li> <li>You represent your organisation at industry events, sharing knowledge and building the organisation's reputation</li> <li>You drive innovation by applying cutting-edge industry knowledge to develop new techniques and solutions</li> </ul>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You set strategic direction for your organisation, ensuring alignment with industry trends and developments</li> <li>You evaluate and implement new industry practices and technologies to maintain a competitive edge</li> <li>You collaborate with other industry leaders to shape the future direction of the VFX industry</li> <li>You advocate for your organisation's interests within industry forums and associations, influencing standards and policies</li> <li>You anticipate future trends and challenges in the VFX industry, developing long-term strategies to ensure organisational success</li> <li>You oversee the creation and dissemination of industry knowledge resources within your organisation, ensuring all team members are well-informed</li> <li>You lead efforts to build and maintain strong relationships with key industry players and stakeholders</li> </ul>

Personal Development	<b>Managing Self &amp; Resilience (Wellbeing)</b>	
Description	<b>Has the ability to adapt, recover, and maintain a positive mindset in the face of challenges and setbacks. Develops and maintains techniques that promote mental, physical, and social well-being. Demonstrates emotional intelligence, self-awareness, and the capacity to sustain motivation during demanding projects or periods of uncertainty.</b>	
New Entrant/ Foundation Trainee	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You seek out opportunities to take part in activities that support your physical and mental health</li> <li>You demonstrate a basic ability to handle constructive feedback, showing a willingness to learn and improve</li> <li>You adapt to challenges and setbacks, maintaining a positive attitude in the face of adversity</li> <li>You seek guidance on processing negative feedback and setbacks, actively learning from more experienced project/production members</li> <li>You acknowledge the learning opportunities in failed pitches or negative situations, contributing to personal and professional growth</li> <li>You proactively think about your needs and the needs of those close to you to ensure healthy boundaries between work and personal time</li> <li>You possess advanced resilience, taking on critical feedback constructively and incorporating it into continuous improvement</li> <li>You independently navigate and rebound from negative situations, maintaining focus on long-term goals</li> <li>You adapt to challenges in a proactive manner, demonstrating the ability to turn setbacks into opportunities for innovation</li> <li>You effectively communicate resilience to project/production members, fostering a culture of learning and growth</li> </ul>
Experienced	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You reflect on your own feelings and emotions about your work, your work performance, and interactions with colleagues</li> <li>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</li> <li>You find opportunities to talk about your concerns, anxieties, and emotions with those close to you, colleagues, or professional support services</li> <li>You show care and concern for the well-being of yourself and others</li> <li>You collaborate with peers and mentors to share experiences and insights, contributing to a supportive and resilient project/production culture</li> </ul>

Personal Development	Managing Self & Resilience (Wellbeing)	
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You proactively make opportunities to check in with others regarding their well-being</li> <li>You are consistently approachable and take care of your own well-being</li> <li>You assist your colleagues in overcoming any barriers faced in maintaining their physical and mental well-being</li> <li>You lead in turning challenges into opportunities, demonstrating visionary resilience in the face of adversity</li> <li>You adapt seamlessly to complex challenges, providing guidance on resilience to project/production members and fostering a resilient culture</li> </ul>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You put in place systems and support for the well-being of others</li> <li>You actively encourage and model a culture of positive well-being</li> <li>You have an "open door" to others to discuss well-being with you</li> <li>You are a role model for prioritising the well-being of yourself and your colleagues</li> <li>You influence and encourage others to reinforce positive behaviours at work that do not adversely impact the well-being of colleagues</li> <li>You foster an environment where colleagues are not afraid to discuss their concerns and feelings and ask for help</li> <li>You effectively communicate resilience to key stakeholders, directors, and producers, building trust in the face of uncertainty</li> <li>You anticipate future trends and challenges in well-being and resilience, developing long-term strategies to support the organisation's health</li> </ul>

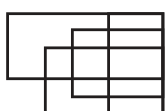
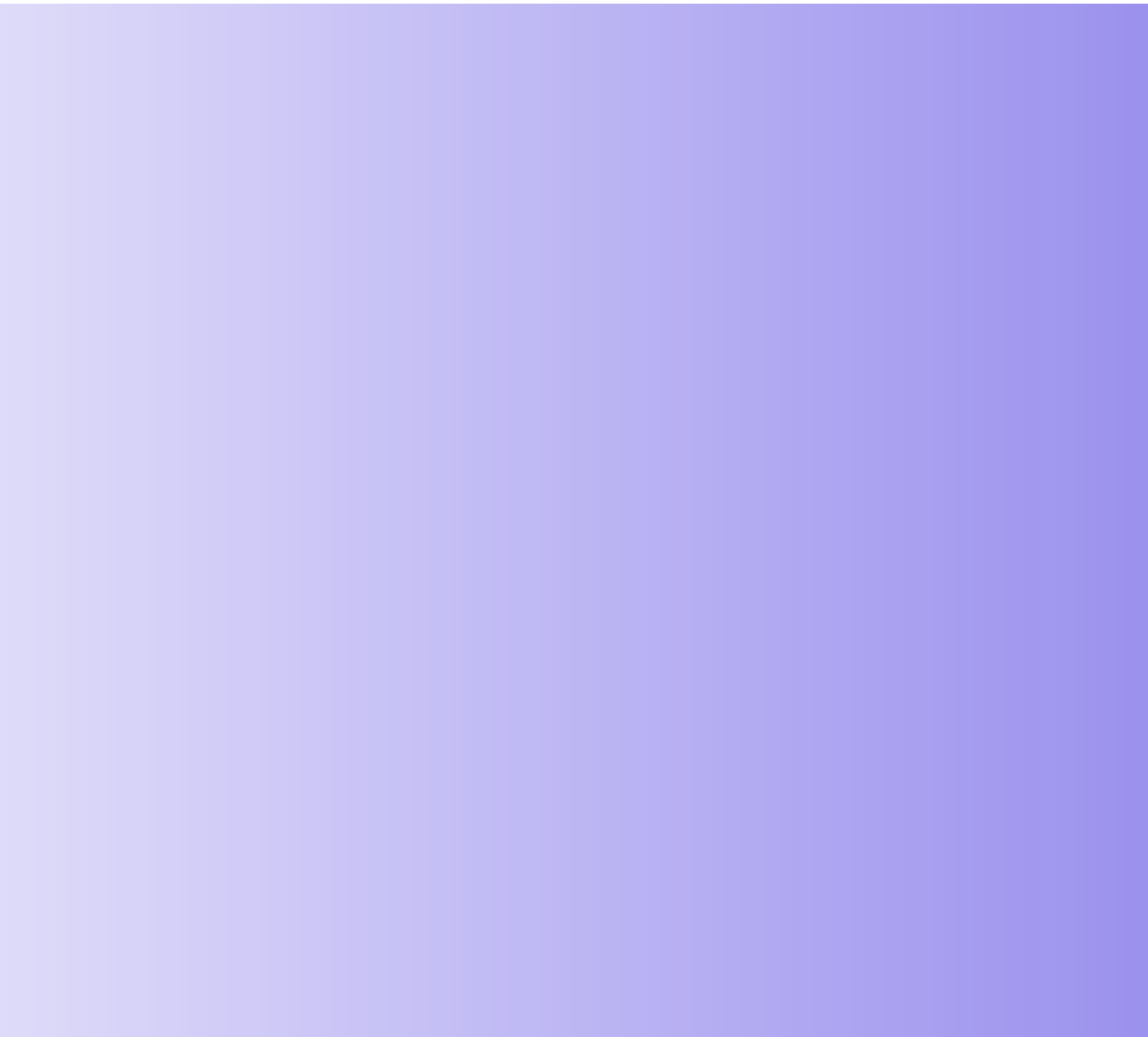
<b>Personal Development</b>	<b>Self-Awareness</b>	
<b>Description</b>	<b>Is aware of different aspects of oneself including behaviour traits, values, strengths and weaknesses, emotions, and feelings. Uses this self-awareness to support own personal and professional development.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<p>You are curious about your role and the industry more generally</p> <p>You have some understanding of your professional strengths and weaknesses and have developed a plan to improve your skills and build your technical capability</p>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You have engaged in skills and experience development as part of a self-development plan</p> <p>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</p> <p>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</p>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<p>You often reflect on your own learning and proactively plan for your future learning and development</p> <p>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</p>
<b>Leadership/HOD</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<p>You use your self-awareness to reflect on your leadership style and how you can flex your style to suit the situation</p> <p>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</p> <p>You seek out senior industry experts to provide you with continued coaching and mentoring to develop your leadership capability</p>

Personal Development	Working as a Freelancer/ Self-Employed	
Description	<b>Effectively manages one's career as an independent professional within the VFX industry. Manages their own schedules, seeking and securing freelance opportunities, and navigating the business aspects of self-employment, including invoicing, client relations, and financial management.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate awareness of the responsibilities and challenges of working as a freelancer</li> <li>You follow basic calendar management practices to organise work schedules effectively</li> <li>You send basic pitches and proposals for work opportunities, seeking guidance when needed</li> <li>You adapt to basic invoicing and billing processes, following industry standards</li> <li>You begin to build useful industry contacts, attending entry-level networking events</li> <li>You manage calendars and work schedules efficiently, optimising time and productivity</li> <li>You independently send well-crafted pitches and proposals for a variety of work opportunities</li> <li>You manage invoicing and billing processes independently, ensuring professionalism and timely submissions</li> <li>You demonstrate proficiency in managing tax affairs as a freelancer/self-employed person, seeking professional advice when necessary</li> <li>You build and maintain a solid network of industry contacts, contributing to a steady flow of opportunities</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You master the art of managing complex calendars and work schedules, balancing multiple projects seamlessly</li> <li>You lead in crafting strategic pitches and proposals that align with personal and professional goals</li> <li>You independently manage advanced invoicing and billing processes, ensuring financial efficiency</li> <li>You demonstrate expert-level understanding of tax affairs and financial planning for freelancers/business owners</li> <li>You maintain and regularly keep in touch with an extensive and influential network of industry contacts, serving as a resource and collaborator for peers and newcomers</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You develop and implement efficient systems for managing time, projects, and client communications</li> <li>You provide mentorship to less experienced freelancers, helping them navigate the business aspects of self-employment</li> <li>You proactively seek high-value freelance opportunities and negotiate favourable terms with clients</li> <li>You utilise advanced financial management tools and strategies to optimise income and tax efficiency</li> <li>You leverage your extensive network to create collaborative opportunities and drive industry innovation</li> </ul>

<b>Personal Development</b>	<b>Working as a Freelancer/ Self-Employed</b>	
<b>Leadership/HOD</b>	<ul style="list-style-type: none"><li>✓</li><li>✓</li><li>✓</li><li>✓</li><li>✓</li><li>✓</li></ul>	<p>You set strategic direction for freelance work within the VFX industry, advocating for fair practices and standards</p> <p>You influence industry standards for freelancing, contributing to policy development and advocacy efforts</p> <p>You establish and promote best practices for financial management, client relations, and project management among freelancers</p> <p>You foster a supportive community for freelancers, offering resources, training, and networking opportunities</p> <p>You represent the interests of freelancers at industry events and forums, ensuring their voices are heard and their contributions recognised</p> <p>You anticipate future trends and challenges in the freelance market, developing long-term strategies to ensure sustainable careers for freelancers</p>

Personal Development	Working under Pressure	
Description	<b>Has the ability to maintain composure, focus, and deliver high-quality work amidst tight deadlines and demanding situations. Manages stress, adapting to changing circumstances, and efficiently producing creative output within constrained timelines.</b>	
<b>New Entrant/ Foundation Trainee</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You demonstrate basic time management skills, meeting individual task deadlines within a project</li> <li>You adapt to changes in project scope with guidance, showing flexibility in work priorities</li> <li>You seek guidance on managing workload and deadlines from more experienced project/production members</li> <li>You acknowledge the importance of maintaining work-life balance and set basic boundaries</li> <li>You collaborate effectively with the project/production team to meet project deadlines, contributing to a positive work environment</li> <li>You possess advanced time management skills, consistently meeting external deadlines set by clients or producers</li> <li>You independently manage multiple tasks for different projects, prioritising effectively under pressure</li> <li>You adapt to changes in project scope and priorities, contributing to a dynamic and responsive workflow</li> <li>You effectively communicate with stakeholders about realistic timelines and manage expectations</li> <li>You collaborate with project/production members to create a supportive work environment, acknowledging the importance of health and work-life balance</li> </ul>
<b>Experienced</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You master the art of working under pressure, consistently meeting and exceeding external deadlines</li> <li>You lead in managing complex, high-pressure situations involving multiple projects and dynamic scopes</li> <li>You adapt seamlessly to changes in project priorities, providing strategic guidance to the project/production team</li> <li>You effectively communicate with key stakeholders and clients, managing expectations and negotiating realistic timelines</li> <li>You mentor and guide project/production members on advanced time management and stress coping strategies, fostering a culture of well-being and success</li> </ul>
<b>Expert</b>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>You excel in maintaining high performance under significant pressure, demonstrating resilience and composure</li> <li>You develop and implement strategies to improve team performance under pressure, enhancing overall productivity</li> <li>You anticipate potential stressors and proactively create plans to mitigate their impact on projects</li> <li>You provide expert advice on managing high-pressure situations, helping team members navigate challenges effectively</li> <li>You promote a healthy work environment by modelling and encouraging effective stress management and work-life balance practices</li> </ul>

<b>Personal Development</b>	<b>Working under Pressure</b>	
<b>Leadership/HOD</b>	<ul style="list-style-type: none"><li>✓</li><li>✓</li><li>✓</li><li>✓</li><li>✓</li></ul>	<p>You develop and promote organisational policies and practices that support effective pressure management and resilience</p> <p>You ensure the team adheres to best practices for working under pressure, maintaining the highest quality of work</p> <p>You collaborate with other departments to create a cohesive approach to pressure management across the organisation</p> <p>You drive the development of comprehensive training programmes focused on resilience, stress management, and effective prioritisation</p> <p>You anticipate future challenges related to high-pressure environments and develop long-term strategies to ensure sustainable performance and well-being within the organisation</p>



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