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Animation Ireland  
**Competency Framework**

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# Production Management Department



Fís Éireann  
Screen Ireland





# Production Management Department

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## Roles

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1. Producer
2. Line Producer
3. Production Manager
4. Production Coordinator
5. Production Assistant

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# Producer

## Role overview:

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A Producer oversees the entire production from pre-production to post-production. This includes developing the concept, overseeing the budget, managing staff and resources, coordinating with external vendors and ensuring the quality of animation. They must also be able to coordinate between creative and business decisions and make sure the project stays on track and meets deadlines. The Producer must be able to communicate effectively with all members of the team, offer direction where needed, and manage changes as the project progresses. At the end of the project it is the Producer's responsibility to ensure the finished product meets client expectations and is delivered on time.

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## Key tasks:

1. Taking day-to-day leadership of the overall production by ensuring product delivery, quality parameters, and smooth communication between relevant stakeholders
2. Collaborating with the director to create the highest quality production within the constraints of the project budget and schedule
3. Overseeing in-house asset build
4. Communicating with clients to ensure successful delivery of project in accordance with contracted client assumptions set out at the start
5. Managing team development and sustainability
6. Ensuring compliance with industry standards and regulations

## Task statements

### Task statement 1:

**Taking day-to-day leadership of the overall production by ensuring product delivery, quality parameters, and smooth communication between relevant stakeholders**

#### Associated activities

- ✓ Creates the master schedule and communicates to relevant stakeholders across all animation phases
- ✓ Prioritises tasks and supervises workflow, relationships and communication
- ✓ Manages budgets, schedules, and deadlines to ensure that project is completed on time
- ✓ Produces reports to ensure all relevant stakeholders are kept updated on progress
- ✓ Tracks business critical department measurements and reports to stakeholders
- ✓ Oversees effective production meetings in order to optimise clear communication of production deadlines and progress
- ✓ Negotiates with broadcasters, financiers and other partners and keeps relationships with all partners working smoothly
- ✓ Manages vendors and freelancers to ensure that they deliver high-quality work in a timely manner
- ✓ Takes the lead on decisions, creates a good working atmosphere
- ✓ Reviews the final product to ensure that it meets quality standards before release to the public

### Task statement 2:

**Collaborating with the director to create the highest quality production within the constraints of the project budget and schedule**

#### Associated activities

- ✓ Works closely with the creative team to make sure the project meets all quality standards
- ✓ Coordinates with the director to ensure that all animation sequences meet the director's vision

### Task statement 3:

**Overseeing in-house asset build**

#### Associated activities

- ✓ Reviews storyboards to determine if they are ready for further development or revisions
- ✓ Leads the scheduling, tracking, reporting and troubleshooting of the production process through the management of the production team

## Task statement 4:

**Communicating with clients to ensure successful delivery of project in accordance with contracted client assumptions set out at the start**

Associated activities

- ✓ Produces reports for clients
- ✓ Produces new bids and assumptions for potential clients and future productions

## Task statement 5:

**Managing team development and sustainability**

Associated activities

- ✓ Supports and trains the production teams
- ✓ Manages resource planning for production
- ✓ Recruits and hires crew in line with project timelines
- ✓ Conducts regular performance meetings with direct reports
- ✓ Builds and maintains crew morale

## Task statement 6:

**Ensuring compliance with industry standards and regulations**

Associated activities

- ✓ Stays up to date with industry trends, regulations, and best practices
- ✓ Collaborates with legal and compliance teams to ensure adherence to copyright laws, intellectual property rights, and other legal requirements
- ✓ Implements quality control measures to ensure compliance with industry standards
- ✓ Conducts regular audits and reviews to identify areas of improvement in terms of compliance
- ✓ Provides guidance and training to the production team on industry standards and regulations
- ✓ Collaborates with external certification bodies, if required, to obtain necessary certifications for the production

## Competencies applicable to Producer

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



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# Line Producer

## Role overview:

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A Line Producer manages the production of projects from pre-production to completion. This involves overseeing the creative team and managing the budget and timeline, as well as working with the studio to ensure quality assurance and timely delivery of the project. The Line Producer is responsible for making sure that the project meets the studio's production standards in a profitable manner. The Line Producer may report to a more senior producer within the business.

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## Key tasks:

1. Managing day-to-day overall production
2. Delivering the project on time and on budget
3. Ensuring the key creative leadership team works well together and manages them towards reaching and delivering the creative goals of the project
4. Liaising with clients and producing partners
5. Managing team development and sustainability
6. Implementing efficient production processes and workflows

## Task statements

### Task statement 1:

#### Managing day-to-day overall production

##### Associated activities

- ✓ Prioritises tasks and supervises workflow, relationships and communication
- ✓ Ensures communication channels are open within the project and that all departments are functioning to their full potential
- ✓ Responsible for high-level strategy and troubleshooting, ensuring follow-up and resolution of issues
- ✓ Establishes the briefing/ review/ approval process with leads based on inter-departmental workflow

### Task statement 2:

#### Delivering the project on time and on budget

##### Associated activities

- ✓ Maintains complete oversight of budget and schedule
- ✓ Focuses on a broad overview of the schedule, constantly looking ahead to ensure timely starts to departments and ensuring that deadlines and milestones are met
- ✓ Works closely with production manager, finance team and heads of departments to ensure that schedules are accurate and up to date
- ✓ Prepares monthly cost reports
- ✓ Develops and maintains complexity plans and their impact on the budget
- ✓ Works with the production manager on a complexity plan that works within the framework of the budget and schedule

### Task statement 3:

#### Ensuring the key creative leadership team works well together and manages them towards reaching and delivering the creative goals of the project

##### Associated activities

- ✓ Gets creative inventory in the pipeline
- ✓ Works with production team and creative leadership to ensure approved sequences from story are delivered on time to production
- ✓ Ensures that the creative leadership and production teams are setting clear and achievable goals with their teams
- ✓ Offers support and advice to create leadership and production teams to help them manage their teams and deliver quotas
- ✓ Manages balance between creative and production, making high-level decisions and resource availability vs creative ability

## Task statements

### Task statement 4:

#### Liaising with clients and producing partners

##### Associated activities

- ✓ Supports the producer to liaise with clients and producing partners
- ✓ Reports to partners and investors (film finance)
- ✓ Maintains positive, collaborative and effective working relationships

### Task statement 5:

#### Managing team development and sustainability

##### Associated activities

- ✓ Oversees team of production managers and production coordinators and assistants
- ✓ Provides coaching and mentorship to department heads, production management and other crew members
- ✓ Develops initiatives to maintain crew morale
- ✓ Ensures that managers on their production are setting goals with their teams. Follows up throughout the year and ensures managers are providing feedback on progress
- ✓ Recruits, selects and hires staff to ensure on-time assignment of production crew per the scheduled milestones

### Task statement 6:

#### Implementing efficient production processes and workflows

##### Associated activities

- ✓ Analyses existing production processes and identifies areas for improvement
- ✓ Develops and implements streamlined workflows to optimize efficiency and productivity
- ✓ Collaborates with department heads to establish standardized procedures and best practices
- ✓ Conducts regular evaluations of production processes to ensure adherence to timelines and quality standards
- ✓ Implements project management tools and software to facilitate smooth coordination and communication among team members
- ✓ Provides training and support to production staff on new processes and tools
- ✓ Monitors and adjusts workflows as needed to address production challenges and changes in project requirements

## Competencies applicable to Line Producer

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



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# Production Manager

## Role overview:

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A Production Manager oversees the production of projects, including the organisation and preparation of resources to ensure that projects are completed on time and within budget. The Production Manager will coordinate and manage staff and liaise with clients, ensuring their satisfaction and expectations are met. The duties of a Production Manager include project scheduling, budgeting, coordinating staff and resources, ensuring tasks are completed on time, working with clients and vendors, developing strategies to increase workflow efficiency, managing cash flow, tracking and reporting on production progress. The Production Manager reports to either a line producer or producer.

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## Key tasks:

1. Taking day-to-day ownership of the production schedule
2. Managing asset build
3. Suggesting production solutions that will allow for needed creative changes to be made
4. Coordinating and supervising production staff, including freelancers
5. Managing team development and sustainability
6. Tracking and reporting on production progress and budget

## Task statements

### Task statement 1:

#### Managing day-to-day overall production

##### Associated activities

- ✓ Identifies the key production dates from the agreed master schedule and communicates to relevant stakeholders across all phases
- ✓ Prioritises tasks and manages workflow, relationships and communication
- ✓ Maintains and distributes weekly production schedule with accurate information to management and production staff
- ✓ Facilitates communication in a timely manner between the production unit and external stakeholders regarding production issues, questions and materials
- ✓ Ensures that the broad-scale production schedule of relevant departments work with all other departments and fit within the project schedule laid out by the (line) producer
- ✓ Communicates with line producer/producer daily regarding the status of the department and alerts them of potential problems and suggests appropriate solutions
- ✓ Coordinates the workflow for all supervisors and artists in the CG Department (if applicable)
- ✓ Keeps accurate daily output information of all departments and enforces deadlines
- ✓ Runs effective weekly production meetings in order to optimise clear communication of production deadlines and progress
- ✓ Tracks, documents and reports on major creative changes resulting in budget/schedule overages
- ✓

### Task statement 2:

#### Managing asset build

##### Associated activities

- ✓ Leads the scheduling, tracking, reporting and troubleshooting of the production process
- ✓ Manages the weekly visual asset deliveries to the network, follows through on notes, and responses and discusses with heads of departments
- ✓ Manages a pool of storyboard artists and their work to deliver on-schedule boards to post-production, allowing for animatic build to commence

### Task statement 3:

#### Suggesting production solutions that will allow for needed creative changes to be made

##### Associated activities

- ✓ Works with (line) producer, leads, and supervisors in establishing best practices and consistency for optimal operation for the duration of the project

## Task statements

### Task statement 4:

#### Coordinating and supervising production staff, including freelancers

##### Associated activities

- ✓ Assigns tasks and coordinates activities to production staff according to role and schedule
- ✓ Acts as an escalation point for any issues the production team are experiencing
- ✓ Supports the (line) producer in resolving any conflicts across the production team

### Task statement 5:

#### Managing team development and sustainability

##### Associated activities

- ✓ Manages, motivates and creates an environment that's conducive to achieving deadlines as well as artistic achievement
- ✓ Supervises, mentors and trains department coordinators and assistants
- ✓ Facilitates career growth and training for department coordinators and production assistants
- ✓ Provides guidance and support to department leads
- ✓ Conducts regular one-on-ones and performance reviews with the production team

### Task statement 6:

#### Tracking and reporting on production progress and budget

##### Associated activities

- ✓ Monitors and tracks the progress of production tasks and milestones
- ✓ Collects and analyses data on production costs, expenses, and resource allocation
- ✓ Prepares regular reports on production progress, budget utilization, and variances
- ✓ Collaborates with the finance team to ensure accurate cost tracking and forecasting
- ✓ Identifies potential risks or issues that may affect the project timeline or budget and proposes mitigation strategies
- ✓ Participates in production meetings to provide updates on progress and budget status
- ✓ Works with the (line) producer to review and approve budget changes or adjustments
- ✓ Implements systems or tools for efficient tracking and reporting of production metrics

## Competencies applicable to Production Manager

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

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# Production Coordinator

## Role overview:

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A Production Coordinator manages production plans and schedules, and coordinates with teams and vendors. They must liaise with various departments to ensure a successful production. They may also be responsible for hiring freelance contractors, tracking expenses and payroll and working on production logistics. Depending on the size and type of the production, they may also be responsible for assisting with post-production activities. The Production Coordinator may report to a Production Manager or Line Producer.

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## Key tasks:

1. Managing production plans and schedules
2. Driving the on-time completion of asset production through production phases, in liaison with the wider project team
3. Organising and leading technical review meetings
4. Managing animation requirements and technical task management
5. Managing regular reporting to enable status reports to be created and shared
6. Managing team development and sustainability

## Task statements

### Task statement 1:

#### Managing production plans and schedules

##### Associated activities

- ✓ Creates production schedules based on budget constraints and available resources
- ✓ Maintains production schedules, including tracking the progress of each project and making adjustments when necessary to meet deadlines
- ✓ Sets priorities and assigns the tasks for the team
- ✓ Organises, attends, and manages review meetings, takes notes of all relevant information and distributes them to the concerned crew and artists
- ✓ Manages the department calendar
- ✓ Anticipates potential problems and production delays and communicates them to the production manager and producer as needed

### Task statement 2:

#### Driving the on-time completion of asset production through production phases, in liaison with the wider project team

##### Associated activities

- ✓ Assists with script breakdown and asset creation where required, ensuring completion for visual kick-off
- ✓ Drives the visual kick-off meeting, ensuring thorough preparation, chairing the discussion, and implementing follow-up notes and cleaning up of assets in asset tracking system
- ✓ Leads asset maintenance in production tools; reviews and sense-checks the asset build schedule against priorities, needs and advises on changes
- ✓ Ensures that the artists have all the necessary information and warns production management in case of work overload

### Task statement 3:

#### Organising and leading technical review meetings

##### Associated activities

- ✓ Generates follow-up notes and ensures completion
- ✓ Prepares the playlist for and conducts dailies review sessions to drive the approval of artists' submissions, prioritising content for art directors, following up, sending revision notes and tracking outcomes
- ✓ Coordinates the schedule of notes and approvals for the art director, ensuring focus and on-time delivery
- ✓ Communicates effectively with artists regarding deadlines

## Task statements

### Task statement 4:

#### Managing animation requirements and technical task management

##### Associated activities

- ✓ Manages technical queries with other departments in a timely manner
- ✓ Ensures procedures are followed to ensure workflow from one department to the next one is as seamless as possible

### Task statement 5:

#### Managing regular reporting to enable status reports to be created and shared

##### Associated activities

- ✓ Prepares detailed reports dedicated to the production and client

### Task statement 6:

#### Managing team development and sustainability

##### Associated activities

- ✓ Mentors production assistants and trainees
- ✓ Responsible for hiring freelance contractors
- ✓ Tracks expenses and payroll

## Competencies applicable to Production Coordinator

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

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# Production Assistant

## Role overview:

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A Production Assistant plays an important role in the smooth running of animation projects across the production pipeline. This position generally involves managing a variety of tasks, such as arranging and maintaining crew and office paperwork, organising and maintaining the production schedule, scheduling meetings and providing administrative support to the staff. The Production Assistant may report to the production coordinator or production manager

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## Key tasks:

1. Supporting the production management team to meet the various administrative needs of the production team
2. Assisting in the preparation of screenings and shipments
3. Organising storyboards and designs on the server
4. Communicating with artists and production staff in a professional manner
5. Assisting with production logistics and coordination
6. Providing general administrative support to the production team

## Task statements

### Task statement 1:

**Supporting the production management team to meet the various administrative needs of the production team**

#### Associated activities

- ✓ Schedules meetings and maintains calendars
- ✓ Takes notes during meetings and distributes in a timely manner
- ✓ Follows up after meetings with to-dos for responsible people and departments
- ✓ Maintains a database for tracking the current work progress
- ✓ Confirms information is up to date between the production coordinator, production manager and line producer and all departments

### Task statement 2:

**Assisting in the preparation of screenings and shipments**

#### Associated activities

- ✓ Reminds people if something needs to be done and makes sure everyone has what they need in terms of materials, equipment etc.

### Task statement 3:

**Organising storyboards and designs on the server**

#### Associated activities

- ✓ Creates a mapping and filing system of documents, drawings, and designs related to the project
- ✓ Uploads storyboard and design files to the server
- ✓ Shares storyboards and designs with other departments as necessary

## Task statements

### Task statement 4:

#### Communicating with artists and production staff in a professional manner

##### Associated activities

- ✓ Sends emails, documents, and presentations to relevant people
- ✓ Schedules meetings and provides updates in a timely manner
- ✓ Attends production staff meetings and takes notes as needed
- ✓ Passes information between staff members and ensures it is correctly interpreted and implemented
- ✓ Answers questions, clarifies instructions in a helpful manner

### Task statement 5:

#### Assisting with production logistics and coordination

##### Associated activities

- ✓ Supports the production team in coordinating travel arrangements (if needed) for crew members, including booking flights, accommodations, and transportation
- ✓ Assists in organising and coordinating production meetings, including scheduling, preparing agendas, and distributing meeting materials
- ✓ Helps in arranging and coordinating equipment rentals and purchases for the production
- ✓ Assists in managing and organising production files and documents, ensuring they are easily accessible and properly labelled
- ✓ Assists in tracking and maintaining inventory of production supplies and materials
- ✓ Supports the production team in coordinating and scheduling external vendors or service providers as needed

### Task statement 6:

#### Assisting with production logistics and coordination

##### Associated activities

- ✓ Handles incoming and outgoing mail, packages, and deliveries
- ✓ Assists in organising and maintaining office supplies and equipment
- ✓ Assists in preparing and processing production-related paperwork, such as contracts, release forms, and invoices
- ✓ Provides support in preparing and distributing call sheets and production schedules
- ✓ Assists in updating and maintaining production databases and contact lists
- ✓ Provides general administrative support, such as managing correspondence and filing documents

## Competencies applicable to Production Assistant

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





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