
Screen Producers Ireland

Competency Framework for Film & TV Producers



Fís Éireann
Screen Ireland



**Screen
Producers
Ireland**

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Foreword

It is with great pride that Screen Producers Ireland introduces this Competency Framework for Producers in scripted film and TV production.

As the audio-visual sector continues to evolve and expand in Ireland, so too must the resources that support its growth. This document has been designed to offer clarity, structure, and guidance for both emerging and established producers working across film, television, and digital content. By outlining the core competencies required at each stage of a producer's career, we hope to provide a practical resource that supports individual development, aids recruitment, and strengthens the broader production ecosystem.

Producers play a central role in shaping the stories we tell and in navigating the complex creative and logistical pathways that bring those stories to life. This framework recognises the breadth of that responsibility, from creative leadership and financial oversight to ethical practice and team management.

Whether you are just starting out as an emerging producer or refining your skills as an established producer, we hope this document serves as a valuable reference and source of professional affirmation.

We want to thank Screen Ireland for enabling us to bring this piece of work to life as part of their Stakeholder Funding scheme. In particular to Neil Murphy, Emer MacAvin, Colman Farrell and Alex Kostas (HR Consultant) and to Brian Oh for his work on the design of the document.

We extend our sincere thanks to all those who contributed their expertise and insights in shaping this framework. Your input has helped ensure it reflects the reality of production in Ireland today and sets a foundation for future growth.

Susan Kirby

Chief Executive Officer
Screen Producers Ireland

What is a **Competency Framework?**

The Competency Framework is the vehicle through which the stakeholders including producers and the wider industry can review and understand the professional behaviours and critical skills that are required for success to be achieved.

This Competency Framework is designed as a learning resource and guide for Screen Producers Ireland (SPI) members, producers, emerging producers, and those who aspire to develop their future careers as creative producers in our sector.

The Framework provides a structure that supports users in reflecting on and developing their personal and career development approach, while also helping them access relevant learning and progression opportunities within the sector.

The Competency Framework is designed to be comprehensive and to apply to all Producers irrespective of the media type (Film, TV, Animation, etc.), and irrespective of the type of Producer role undertaken (for example Associate Producer, Co-Producer, Series Producer, Executive Producer), but it is recognised that each role and project will require a different mix of the defined competencies, and the framework as a whole was developed to reflect the expanse of work undertaken by a creative producer.

Although the Competency Framework covers the behaviour and skills requirements which form part of the producer role, and which are typically built up through experience in the sector, it not an exhaustive list.

This framework is a living document and is subject to periodic review. The role of the creative producer from an entrepreneurial perspective may be developed further e.g. developing creative talent, scaling a company for multiple projects and creating and managing IP rights.

This competency framework is developed through the lens of the role of creative producer- where a producer has a responsibility and involvement in all stages of the production process and has creative input into the project and takes on a responsibility for broader business planning and development.

It is recognised that there are other roles such as development producer who may have responsibility and ownership for part of the overall production process and to which only a portion of the framework may be applicable.

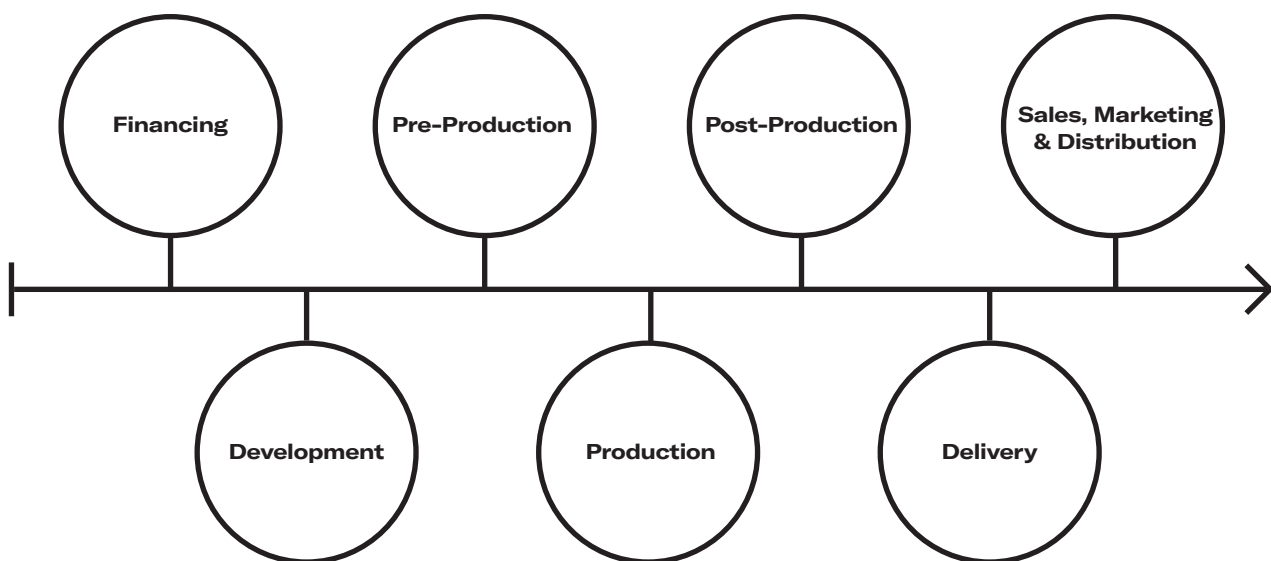
The initiative was funded through the Screen Ireland Stakeholder Scheme and the framework was developed in collaboration with Screen Ireland.

This framework sits as part of a number of industry stakeholder frameworks including Screen Guilds Ireland, Screen Directors Guild Ireland, Writers Guild, Screen Composers Guild and Animation Ireland. We want to thank Screen Guilds Ireland specifically for the work they've undertaken in the development of the initial suite of competency frameworks for the industry which helped to inform the development of this framework.

The Production Process

The Framework is designed to support the development of behaviours that support success through the production process and the lead role of the Producer in that process. Of course, it is recognised that each project, whether film, drama, music, online, or broadcast is different. Budgets, timelines, the on-set environment, locations, the scale of the project and the story being told all impact upon how a project is managed and delivered and the skills, knowledge, experience, and competencies required of the Producer.

No one way of working can be defined to cover all eventualities of filming. An outline production process is set out below that shows the most common project phases. The Framework has been developed to outline the competencies that support success across the production process.



Why Develop a **Competency Framework** for the role of **Producer**?

The growth of the film and television production industry should be underpinned by a clear strategy for the attraction, retention and development of highly skilled talent including creative producers.

The aim of this competency framework is to identify the behaviours and skills identified for success in the role of creative producer.

The core aims of the competency framework are to:

Help develop leadership

To help producers reflect on and grow their behavioural ability to develop and lead a project from initial idea, to financing, through to delivery on the commissioner's brief and/or according to the creative vision of the writer, director, and producer and to build a cast, crew, and group of stakeholders to fulfil that vision.

Continue personal and professional development

To encourage and motivate current creative producers to take specific actions to work on their personal development in a way that will directly impact on their success.

Serve as a resource for producers in developing their career

To clarify for new and aspiring producers from a wide range of backgrounds the requirements for career development that go beyond basic skills and the tasks that provide a route into the role of producer.

Serve as a resource for course development

To act as a resource to enable course/curriculum development that is better aligned with the development needs of producers, aspiring producers and of the industry.

Help understand the role of the producer

To provide a resource for those who currently work in the sector, as well as those who are interested in working in the sector to better understand the competencies for the role of producer.

Support the growth of the industry

Respond to the growth of the industry, help to future proof the industry and to act as a living document which can evolve in line with the evolving nature of the industry.

Definitions

Competency Frameworks and the identified competencies in those frameworks can mean different things to different organisations.

For clarity this framework, which has been designed by Adare Human Resource Management, is based on the following understanding of the key terms:

Competency/Competencies

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

Positive Indicators

These describe the positive, observable behaviours that are demonstrated by high performing individuals in each role. Behaviours described must be necessary and appropriate for the delivery of creative projects.

Competency Framework

This is a structured library that holds and organises the competencies. This structure sets out the key competencies as skills to be developed across a career and provides a tool for SPI and their members and the industry to draw from.

Note on language use:

Screen Ireland and Screen Producers Ireland promote inclusive language and practices that support the development, engagement with, and inclusion of all talent within the sector irrespective of gender, sexual orientation, race, disability, social class, civil status, family status, age and membership of the traveller community.

The language used in this framework document was specifically designed to reflect the language used within the work environment of the screen sector as the Competency Framework was tailored to the needs of our sector.

The Competency Cluster

A competency cluster is a collection of closely related competencies that form a core component of our Competency Framework.

In this Framework there are four Competency Clusters:

1. Core

This cluster primarily contains the behaviours that are critical for success and high performance in the industry more generally and that should be developed proactively throughout a career. There is some crossover with elements from competencies within other clusters such as Managing Project Finance. The Competency Framework focuses on behaviours for success and this cluster is not intended to be a complete listing of the industry sector skills required for a producer which will be developed across their career.

2. Technical

This cluster contains technical skills that are critical when working in the industry. These are skills that can often be learned in formal settings and may also be accompanied by certification.

3. Leadership

This cluster contains specific behaviours that are required in screen producers who are often seen as the operational '*Leaders*' on a project in conjunction with directors working on the project. These competencies contain elements of strategic thinking and behaviours which go above the day to day management of a project.

4. Personal Development

This cluster contains behaviours that form part of an individual's internal growth and development. They are behaviours that will enable an individual to better understand, make sense of, and manage feelings, emotions, and situations within the workplace. The elements of personal development ensure a human-centred and inclusive approach to being a leader.

Methodology

1. Screen Producers Ireland received funding through Screen Ireland's Stakeholder Funding Scheme and this project was undertaken to sit as part of the development of a number of competency frameworks by different stakeholder bodies. This framework was developed in collaboration with Screen Ireland.
2. Screen Producers Ireland (SPI) engaged a Human Resource Manager (HRM) consultant with experience developing competency frameworks for the industry to structure and facilitate the development of this framework.
3. A desktop review was undertaken for existing information relating to competencies for the role of producer.
4. A series of workshops were then undertaken with a representative group of producers who were selected to ensure coverage across genres and experience to inform the development of the subclusters and individual competencies.
5. The workshopping feedback was collated along with information from the desk-based review to develop the competency clusters, subcluster and individual competencies and the initial draft framework was drafted.
6. An interactive revision process commenced in a collaborative process with stakeholders, including Screen Ireland to develop the final framework.
7. The framework was then circulated for final approval from a representative group of producers for the initial publication of the framework.
8. The framework was published and communicated out to stakeholders including third level institutions and training bodies.
9. We intend an ongoing yearly review process to further refine the document to reflect feedback collected from stakeholders and to ensure the document evolves with the industry. For consistency, all proposed changes to the Competency Framework must be made through Screen Producers Ireland with input from Screen Ireland.

Producer & Crew Competency Mapping

Introduction

This Competency Framework focused on the competencies required for a single role in the sector (albeit a role that has many variations) – the role of Producer.

It is common in the sector for people to come to the role of producer from a number of routes, including but not limited to experience built through roles in other departments, specific production department experience, and experience in development roles.

Mapping between Producer and Crew Competency Frameworks

The Producer Competency Framework was developed through workshopping and research specifically focused on the role of producer and the competency clusters reflect that feedback.

This is similar to the process undertaken for the Crew Competency Framework. To assist with an understanding of the alignment between the Producer and Crew Competency Frameworks* a guidance map has been developed overleaf:

Producers Competency Framework: Core	Crew Competency Framework: Core
<ul style="list-style-type: none"> • Communication • Creativity & Creative Development • Decision Making • Delivering Results • Focusing on the Project Vision • Idea Creation • Negotiation • Problem Solving 	<ul style="list-style-type: none"> • Adaptability to Change • Creative Thinking • Collaboration & Team Culture • Communication • Listening & Observation • Planning & Prioritising • Problem Solving & Decision Making
Producers Competency Framework: Technical	Crew Competency Framework: Technical
<ul style="list-style-type: none"> • Digital Tools • Health & Safety (Drama & Non-Fiction roles only) • Screen Industry Production Processes • Understanding of Set Etiquette (Drama & Non-Fiction roles only) 	<p>* Please see note below</p>
Producers Competency Framework: Leadership	Crew Competency Framework: Leadership
<ul style="list-style-type: none"> • Business Building • Delegating • Diplomacy • Fostering Creative Working Relationships • Industry & Market Knowledge • Inspirational Leadership • Managing Project Finance 	<ul style="list-style-type: none"> • Freelancer Skills • Industry Knowledge • Inspirational Leadership • Managing Finance • Managing People
Producers Competency Framework: Personal Development	Crew Competency Framework: Personal Development
<ul style="list-style-type: none"> • Continuous Professional Development • Curiosity • Integrity, Trust & Respect • Managing Wellbeing • Resilience • Self Awareness 	<ul style="list-style-type: none"> • Dedication & Resilience • Integrity, Trust & Respect for Others • Managing Wellbeing • Self Awareness

Note: The Technical Skills cluster of competencies set out in the Crew Competency Framework are highly role specific and do not map directly into the Producers Competency Framework. These are key technical or function specific skills that will vary from role to role, Guild to Guild, and Department to Department. A sample is provided in the Crew Competency Framework.

Competency Framework Table

Core	Technical	Leadership	Personal Development
Communication	Digital Tools	Business Building	Continuous Professional Development
Creativity & Creative Development	Health & Safety (Drama & Non-Fiction roles only)	Delegating	Curiosity
Decision Making	Screen Industry Production Processes	Diplomacy	Integrity, Trust & Respect
Delivering Results	Understanding of Set Etiquette (Drama & Non-Fiction roles only)	Fostering Creative Working Relationships	Managing Wellbeing
Focusing on the Project Vision		Industry & Market Knowledge	Resilience
Idea Creation		Inspirational Leadership	Self Awareness
Negotiation		Managing Project Finance	
Problem Solving			

Note: The skills under each competency below are arranged in alphabetical order, with each holding equal weight.



01

Core Competencies



Core Competencies

Core	Communication	
Description	Communicates effectively with others using the range of methods and tools available to them within their environment; in both individual and group settings, with Director, cast and crew and other stakeholders.	
Positive Indicators	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You check your own understanding and that of others to ensure that the message has been received You adopt a patient, calm and tactful approach when dealing with people You communicate both simple and complex ideas to people in a clear way to the appropriate person You communicate a clear and consistent vision for the project that ensures that cast, crew, and other stakeholders are working to the same goals You encourage and help other project colleagues to communicate in a clear and respectful way You identify methods and systems to promote effective communication and engagement with people on the project and/or in your team Including taking and giving notes from yourself and stakeholders to the writer and director You are able to keep things positive even when the pressure is on You identify the best forms of communication depending on the context and/or the stage of the project You facilitate discussions with colleagues/others to achieve a common objective You take others' perspectives into account when communicating You exemplify and coach others in good practice in verbal communication; clear, concise, and respectful expression with active and patient listening You create a culture on a project that encourages two-way discussions where information is shared in a clear and timely way

Core	Creativity & Creative Development	
Description	Thinks innovatively and engages in the creative process essential for effective screen producing. Generates original ideas, problem-solving creatively, and fostering an environment conducive to innovation.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You demonstrate a knack for generating fresh and original ideas that contribute to the development of compelling screen content ✓ You approach challenges with a creative mindset, seeking innovative solutions rather than relying solely on conventional methods ✓ Your work exhibits a willingness to experiment with new approaches and techniques, pushing the boundaries of traditional storytelling ✓ You actively encourage collaboration and brainstorming sessions to harness collective creativity within the team ✓ You are adept at adapting to changing creative requirements and finding innovative ways to overcome obstacles in the production process ✓ Your creative contributions consistently enhance the overall quality and appeal of the screen productions you are involved in ✓ You maintain a keen awareness of emerging trends and technologies in the screen industry, integrating them into your creative endeavours to stay ahead of the curve 	

Core	Decision Making	
Description	Works to optimise creative outputs and impacts in line with the project brief and using available resources while identifying potential constraints. Plans and completes work to agreed standards, costs, creative content, and timescales.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You balance your own responsibilities with the needs, preferences and abilities of other team or project members with whom you are working ✓ You work closely with the Director and Heads of Department to identify the resources required to achieve the plans ✓ You think ahead and attempt to identify potential problems and factors which may arise, raising these with the appropriate person in order to address the issues ✓ You have a Plan B for when the ideal filming situation cannot be achieved. ✓ You set realistic timescales and monitor the progress of plans and adapt as necessary ✓ You know when to be detail oriented and when to take a wider perspective ✓ You develop overall plans for the project ensuring input from appropriate colleagues and Heads of Department ✓ You proactively raise deviations (actual or potential) from plans with appropriate personnel and work to find ways to address these ✓ You keep the brief and objectives of the project commissioners in mind at all times so that the final project delivered meets or exceeds their expectations ✓ You coach others on effectively planning and organising their workload ensuring they take account of individual's preferences ✓ You develop strategic plans for the project which aim to deliver the project vision and story ✓ You understand the diversity of personality, experience, beliefs, background, and skills on your projects, and you proactively set out to make the most of the talents and resources in the team ✓ You understand and consider implications and options for sustainable production including emissions reduction and build sustainability into the decision-making process including measuring carbon output identifying and investing in areas for emissions reduction including carbon calculators such as the albert carbon calculator 	

Core	Delivering Results	
Description	Plans, implements, and delivers the project in line with the vision and the brief and requirements of the commissioners/funders of the work.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You demonstrate the ability to pitch projects, developing a compelling story and/or vision that enables buy-in from the commissioners and other stakeholders to justify the initiation and continuation of projects in terms of creative outputs, value for money and risk, your market knowledge and audience research ✓ You recommend how financial and other resources should be allocated between the stages or components of the project in order to optimise the return on investment (ROI) ✓ You engage with commissioners, financiers, and other stakeholders, using appropriate channels, to ensure all those invested in the creative output of the project are fully engaged ✓ You ensure the production of project budgets and ensure that the project is monitored, and financial decisions are taken to deliver on time and to budget ✓ You demonstrate the ability to persuade encourage and positively influence others ✓ You demonstrate the ability to challenge existing practices, in order to become more effective in delivering the project ✓ You deliver results by keeping focused on the vision throughout the project and to bring it in on time and on budget ✓ You remain accountable for the whole project and take the project through the production process ✓ You plan and initiate risk management and plan responses to risk events ✓ You take an active role in the post production and the sales and distribution process to ensure the success of the project 	

Core	Focusing on the Project Vision	
Description	Focuses clearly and consistently on the shared visions for the project to ensure that the creative aspirations as well as the expectations of commissioners and stakeholders are met.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You articulate a clear project vision for stakeholders, cast and crew that ensures that the project team is focussed on delivering the brief for the project ✓ You express your own ideas openly and encourage others to do the same ✓ You put in project structures to create and develop the ideas that will bring the project to life ✓ You expand your networks inside and outside the industry so that you have the opportunity to work with people who understand your vision and can bring the project to life ✓ You empower cast and crew to make the project even better ✓ You fight for the original project vision, developed in collaboration with the writer and director to get the funding to access cast and technology that enable you to do the project justice ✓ You are not attached to doing it your way every time and readily drop ideas that don't turn out to work 	

Core	Idea Creation	
Description	Thinks about an idea, a situation, problem, or project challenge in a new and fresh way. Uses different perspectives, feedback, and contributions from colleagues and stakeholders to generate new ideas and creative ways to deliver the project.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You use your industry experience to think around a project problem or situation to create new ideas and options on how these might be addressed ✓ You come up with alternatives and solutions that are relevant to the situation and are valued by others ✓ You demonstrate the ability to generate innovative ideas that keep the energy and excitement high in the project ✓ You can evaluate your new ideas and the ideas of others to ensure that new thinking leads to better solutions and project outcomes ✓ You carefully assess the risks and sensitivities in making certain decisions and discuss these with appropriate people while respecting confidentiality requirements ✓ You demonstrate the ability to solve complex problems creatively, creating effective and innovative solutions ✓ You identify potential obstacles or barriers that may impede/prevent a particular solution or course of action and you take the appropriate steps to overcome/address these ✓ You encourage others to think creatively about the work challenges that they face ✓ You anticipate and prepare for future opportunities and act upon them when they arise ✓ You are open minded and able to take on other ideas and opinions whilst keeping focussed on the core deliverables of the project ✓ You encourage other colleagues to challenge the status quo and support those who do ✓ You proactively seek to improve project processes through innovative and creative methods ✓ You lead others to discover new connections, new solutions, and new ways of doing their jobs ✓ You identify new creative voices and talent in writers and directors to create new projects 	

<p>Core</p> <p>Description</p>	<p>Negotiation</p>	
	<p>Demonstrates the ability to constructively facilitate agreements between two or more people on the project. Uses creative solutions that include all relevant perspectives to manage differences of approach and opinion and bring parties together to achieve the project outcomes.</p>	
<p>Positive Indicators</p>	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You can solve problems collaboratively with your team You consider all opinions and facts before drawing conclusions You identify what's possible now to keep the project on track when circumstances change You understand the importance of framing the problem correctly before coming up with solutions You recognise the effect a disagreement or difference of opinion will have on the future outcome of the project You have a clear understanding of the finance required to deliver the project, where to make compromises and where to hold firm You demonstrate the ability to create and propose effective and innovative solutions that are in line with the concerns of the team and the vision for the project You generate new insights and a range of workable solutions to give the Director, stakeholders, cast and crew options for the way forward You demonstrate reflective practice and create an environment where colleagues learn from problem solving and differences of opinion and approach, rather than focus on blame You use the contribution of others to re-focus on problems and issues to open up a new array of possible options You recognise that the scope of the project may require difficult decisions to be taken from time to time. As the key decision maker, you also help manage the impact of those decisions on cast, crew, and overall project delivery You can work effectively with financiers and co-production partners to deliver on project scope and requirements

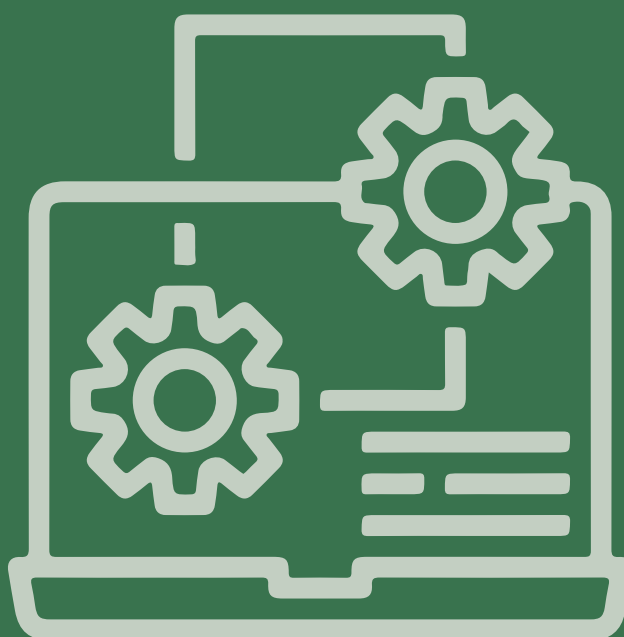
Core	Problem Solving	
Description	Analyses information and situations accurately and quickly to draw appropriate solutions. Defines the problem correctly, can decide on what data and information to collect to identify the way forward. Looks beyond obvious solutions and can decide on using creative solutions that reflect the overall vision for the story.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You can solve problems collaboratively with your team ✓ You identify what's possible now to keep the project on track when circumstances change ✓ You quickly obtain specialist assistance where you are unable to make a reasonable judgement based on your own experience or knowledge ✓ You have fun, play, explore ideas and options, recognising that you don't need to know the outcome before you have brainstormed ideas ✓ You understand the importance of framing the problem correctly before coming up with solutions ✓ You recognise the effect a problem will have on the future needs of the project ✓ You demonstrate the ability to solve complex problems independently, creating effective and innovative solutions that are in line with project budgets and the overall vision for the project ✓ You identify potential obstacles or barriers that may impede/prevent a particular solution or course of action and you take the appropriate steps to overcome/address these ✓ Where possible, you generate new insights and a range of workable solutions to give the cast and crew options for the way forward ✓ You help others to identify, analyse and select options by leading by example and providing the space and time for them to do so ✓ You demonstrate reflective practice and create an environment where colleagues learn from problem solving rather than focus on blame ✓ You use the contribution of others to re-focus on problems and issues to open up a new array of possible options 	





02

Technical Competencies



Technical Competencies

Technical	Digital Tools
Description	<p>Utilises a variety of software and online platforms essential for managing screen production projects effectively in the digital realm. This includes expertise in desktop software such as Microsoft Office products or Google Suite for tasks such as writing documents, preparing spreadsheets, and creating presentations. Additionally, it encompasses familiarity with project management software, HR systems, online time tracking tools, and pipeline management tools necessary for overseeing all aspects of production efficiently.</p>
Positive Indicators	<ul style="list-style-type: none"> ✓ You demonstrate advanced proficiency in using a range of digital tools and software applications relevant to screen production, including but not limited to Microsoft Office, Google Suite, project management software (e.g., Asana, Trello), budgeting and scheduling software, and HR systems ✓ You leverage digital tools effectively to streamline workflows, enhance productivity, and ensure seamless communication and collaboration among team members ✓ You exhibit adaptability in learning new digital tools and staying updated on emerging technologies and platforms to improve efficiency and effectiveness in project management ✓ You utilise project management software to organise tasks, track progress, and manage resources efficiently, ensuring projects are completed on time and within budget ✓ You effectively utilise online time tracking tools to monitor and manage the allocation of resources, including personnel and equipment, to optimise project outcomes ✓ You demonstrate proficiency in using pipeline management tools to oversee the production process from script development to final delivery, ensuring smooth progression and timely completion of all stages ✓ Your adeptness with digital tools contributes to the overall success of screen productions by facilitating efficient project management, resource allocation, and communication across all stakeholders involved

Technical	Health & Safety (Drama & Non-Fiction)	
Description	<p>Ensures the well-being and safety of cast, crew, and all individuals involved in filming or production activities. The producer understands and adheres to health and safety regulations, implementing appropriate measures to mitigate risks, and effectively managing emergency situations to ensure a safe working environment.</p>	
Positive Indicators	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You demonstrate a thorough understanding of health and safety regulations and guidelines applicable to filming, including but not limited to those outlined by relevant governing bodies and industry standards You prioritise the safety and well-being of all individuals, taking proactive measures to identify potential hazards and implement appropriate controls to mitigate risks You ensure that necessary safety protocols and procedures are communicated effectively to all cast and crew members, and that they are followed rigorously throughout the production process You collaborate closely with relevant stakeholders, such as location managers and health and safety officers, to conduct comprehensive risk assessments and implement appropriate safety measures tailored to specific filming locations and activities You maintain emergency preparedness by developing and implementing contingency plans for various scenarios, such as accidents, injuries, or adverse weather conditions, and ensure that all personnel are trained and equipped to respond effectively You foster a culture of safety awareness and accountability on set, encouraging open communication and feedback regarding safety concerns and actively addressing any issues that arise Your commitment to health and safety practices contributes to the creation of a safe and supportive working environment, promoting the well-being and productivity of all individuals involved in the production You effectively manage relationships with the experts on set i.e. camera crew, electricians, lighting technicians, and sound recordists to ensure health and safety at all times, including the safety of production equipment

Technical	Screen Industry Production Processes	
Description	<p>Has a comprehensive understanding of the entire lifecycle of a screen project, from conceptualisation through all stages of production to the delivery of the final product. A Screen Producer will understand each phase of the production process, including development, pre-production, production, post-production and distribution.</p>	
Positive Indicators	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You demonstrate a deep understanding of the sequential stages involved in the production of screen content, from concept and development to pre-production, production, post-production, and distribution You possess expertise in planning and executing each phase of the production process effectively, ensuring alignment with project goals, timelines, and budgetary constraints You excel in coordinating diverse teams and resources, including cast, crew, locations, equipment, and post-production facilities, to facilitate smooth progression and timely completion of the project You maintain clear communication channels with stakeholders throughout the production process, providing regular updates on progress, addressing concerns, and soliciting feedback to ensure alignment with project objectives You proactively identify and resolve potential challenges or bottlenecks that may arise during production, implementing contingency plans and adapting strategies as necessary to keep the project on track You demonstrate strong project management skills, including the ability to prioritise tasks, allocate resources effectively, and manage risks to optimise project outcomes Your proficiency in navigating the screen industry production process contributes to the successful delivery of high-quality screen content that meets or exceeds industry standards, satisfying both creative and commercial objectives

Technical	Understanding of Set Etiquette (Drama & Non-Fiction)	
Description	Understands and adheres to the established norms, customs, and protocols governing professional behaviour on set. A Screen Producer demonstrates respect, professionalism, and courtesy towards fellow cast and crew members, as well as adherence to safety guidelines and production procedures.	
Positive Indicators	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You demonstrate a thorough understanding of the unwritten rules and protocols governing behaviour on set, including but not limited to respecting hierarchies, maintaining confidentiality, and adhering to safety regulations</p> <p>You exhibit professionalism and courtesy towards fellow cast and crew members at all times, fostering a supportive and inclusive atmosphere conducive to creativity and collaboration and lead by example</p> <p>You communicate respectfully and effectively with colleagues, recognising the importance of clear and constructive dialogue in achieving common goals and resolving conflicts</p> <p>You demonstrate punctuality and reliability in fulfilling your duties and responsibilities on set, contributing to the smooth progression of filming schedules and minimising disruptions</p> <p>You prioritise safety and well-being by adhering to health and safety guidelines and procedures, taking appropriate precautions to prevent accidents or injuries during filming</p> <p>You adapt flexibly to changing circumstances and challenges on set, maintaining composure and problem-solving effectively to overcome obstacles and keep production on track.</p> <p>Your adherence to set etiquette contributes to a positive and harmonious working environment, enhancing the overall experience for cast, crew, and other stakeholders involved in drama and non-fiction productions</p>



03

Leadership Competencies



Leadership Competencies

Leadership	Business Building	
Description	Balances the need to focus on building the business versus delivering a project.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You demonstrate an entrepreneurial flair for building project-based business that enable you to have greater longevity in the sector and to create value for the business’s shareholders ✓ You demonstrate awareness of and a commitment to business compliance and best practice including, Section 481/ funding scheme compliance, employment, and people management, emissions reduction, diversity and inclusion, wellbeing and health and safety ✓ You make time to work on the business and on business growth as well and the creative work of being a Producer ✓ You invest time, energy, and resources for the long-term development and growth of the business ✓ You have a clear vision for why the business does what it does that is inspiring and around which you can gather a talented team ✓ You surround yourself with people who share your vision and bring skills, knowledge and experience that fills gaps in the business and support longer term success ✓ You’ve a clear understanding of your obligations as part of the business/business owner including but not limited to tax, company law and governance ✓ You’ve a clear understanding of obligations and opportunities in relation to the creation and the management of IP rights and an understanding of the role these rights play in maintaining and scaling companies 	

Leadership	Delegating	
Description	Empowers and guides others on a project team to make relevant decisions, perform tasks or take responsibility for completing relevant project tasks and components.	
Positive Indicators	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You demonstrate a clear understanding of the skills and capabilities of the project team in order to effectively match the delegated tasks to the abilities of the person to which the task is delegated You allow the person/team to whom the task has been delegated the freedom to actually perform You clearly define and communicate objectives and tasks You strongly communicate the context, purpose, and outcomes to deliver the project in line with your vision to empower others to take greater responsibility You communicate clear expectations regarding outcomes or deliverables, timelines, and quality of work You provide others with opportunities that challenge them and develop their capabilities You divide overall work into components and determine what can be delegated

Leadership	Diplomacy	
Description	Demonstrates the ability to act with tact and resolve issues between cast, crew, and other stakeholders to keep the project on track and deliver the vision.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You help resolve conflicts which may arise as staff endeavour to balance their own responsibilities with the individual's needs, preferences, and abilities ✓ You ensure that workplace issues are appropriately raised in line with employment relations procedures ✓ You invest time in getting to know key cast and crew members, their strengths and weaknesses and the demands and pressures upon them ✓ You recognise the emotional position and emotional triggers of the cast and crew and other stakeholders and can demonstrate the ability to keep people engaged and working towards the delivery of the project ✓ You demonstrate compassion for and understanding of the ideas and perspectives of others and help others feel that their ideas and concerns are being taken into account ✓ You show that you understand other people, you hear them accurately and understand unspoken, partly expressed thoughts, feelings, and concerns of others ✓ You keep your emotions under control and restrain negative actions when faced with opposition or hostility from others or when working under stress ✓ You listen actively, consider people's concerns, and adjust your own behaviour in a helpful manner ✓ You understand the reason behind, or motivation for someone's actions ✓ You maintain objectivity when your own positions or opinions are challenged by peers or stakeholders ✓ You identify and respond to underlying attitudes or behaviour patterns such as cultural norms and personality differences ✓ You phrase ideas in a way that avoids negative reactions (internally as well as externally) ✓ You are able to handle challenging opinions and attitudes ✓ You know when to stand firm and when to accommodate others or other ideas 	

Leadership	Fostering Creative Working Relationships	
Description	<p>Builds effective working relationships quickly and successfully; communicates and collaborates with others and earns their respect. Helps to create a sense of team spirit on the project through a shared vision, encouraging others, providing support, and offering constructive feedback.</p>	
Positive Indicators	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You ensure that you value and respect other individuals in the team or project and promote inclusiveness You work collaboratively with the director, the writer, and other stakeholders to develop and deliver the vision for the project. You contribute to developing a team environment which is trusting and supportive of cast and crew You manage any conflict or disagreements which may arise without taking offence and work collaboratively in the interests of the project to resolve the conflict, seeking additional advice and support as appropriate You listen to understand what others want and why, responding based on the benefits to the project You are a natural matchmaker, putting the right people in the right place to do the job You share openly, information and knowledge with the appropriate people at the right time You identify the potential for conflict and deal fairly and effectively with conflict in the team You recognise every individual has a unique perspective and encourage them to think creatively and contribute to achieve the project outcomes You develop relationships that ensure the participation of all team or project members You celebrate successes by acknowledging team contributions and ensuring that credit falls where it is due You recognise when to defer to others for expertise and help provide a platform for teams to share ideas and find solutions You recognise and support diverse ways of thinking and approaching a problem/finding a solution

Leadership	Industry & Market Knowledge	
Description	Exhibits curiosity about the different aspects of the industry and the role of Producer. Understands current market trends that will influence the requirements and outputs detailed by commissioners of film, TV, and media work.	
Positive Indicators	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You have a deep understanding of the film and television industry You proactively use your market knowledge to develop a strategy for each project and to ensure project delivery within your vision and that of the director, writer and/or other stakeholders You seek out opportunities to develop additional skills and experience that broaden your perspectives and understanding as a Producer You take note of and develop understanding of wider trends and concerns in society more generally You network widely within the sector You have an instinct for the stories and projects that will appeal to project commissioners/funders/production partners/consumers You take part in sector events that broaden your understanding and your range of sector contacts You look for structured training that will continue to deepen your knowledge of the industry, sectoral norms, and the working environment You encourage others to develop an interest in the industry and career opportunities

Leadership	Inspirational Leadership	
Description	<p>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 achieving the producer's vision, 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.</p>	
Positive Indicators	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You implement and communicate the vision to the cast and HODs and how it can be achieved You establish working relationships with your team that build trust and confidence in your abilities as a leader and their abilities to work effectively in their individual roles You get people to say yes to your method for completing the project or to give you a better way to achieve the vision You identify and provide support and advice for colleagues You evaluate your own leadership style and abilities, identifying strengths and areas where development is required and ensure access to support for your development You improve workplace culture by constructively challenging practices and procedures that need to be improved, changed, or eradicated You set high work expectations of every colleague on the project You adapt your leadership style to meet the requirements of the situation You collaborate with other leaders across the industry to determine project requirements, budgets, and resource needs You ask powerful questions that provoke insight, discovery, and action for your colleagues You provide clear and articulate feedback and production notes that help colleagues reflect on their experience and increase their learning You understand the wider economic and socio-political context in which the industry operates and provide thoughtful leadership in the successful development of the industry You adopt strategies to encourage and foster diverse and innovative thinking You inspire your colleagues to be open to new challenges to aid their professional development beyond their perceived skill and knowledge limitations You practise inclusive leadership, including purposefully seeking out others perspectives, establishing a culture of respect and promoting collaboration You act as a mentor when appropriate to develop your own leadership and communication skills and to support others including helping to cultivate and develop the future workforce for the industry along with other industry stakeholders

Leadership	Managing Project Finance	
Description	Understands the financial environment in which creative projects are developed and the importance of financial management and budgetary controls to the successful conclusion of a project.	
Positive Indicators	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> You demonstrate a clear understanding of the principles of funding a creative project You are able to read and talk the language of finance to banks, other sources of finance and other key stakeholders You use your experience to design and deliver budget and finance proposals that deliver on the goals set for each project You monitor and analyse financial information, including current and future cash flow and take informed decisions about matters with costs implications You share and are able to explain appropriate financial information with colleagues to inform their project decision making and to keep the project firmly on track You evaluate new situations on each project accurately to be able to propose financial solutions You are confident and able to approach and speak to a range of finance sources of external finance, including banks, investors, and potential other funders You demonstrate the ability to manage financial relationships with banks and other sources of external finance and keep them informed of developments in the project in order to secure sufficient funds to deliver the project You understand finance and contracting obligations and requirements and are able to identify when specialist input is required





04

Personal Development Competencies



Personal Development Competencies

Personal Development	Continuous Professional Development	
Description	Actively pursues learning, growth, and skill enhancement to stay abreast of industry trends, advancements, and best practices. Regularly undertakes activities such as attending workshops, conferences, and training sessions, pursuing further education or certifications, engaging in networking opportunities, and staying updated on emerging technologies and market developments.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You have engaged in skill and experience development as part of a self-development plan and engage in proactive learning and professional development ✓ You act as a leader and role model in the industry and set an example for continued personal development ✓ You understand your skillset and can identify skills that may be transferable from experience outside the industry that will make you more effective in your role ✓ You often reflect on your own learning and proactively plan for your future learning and development and seek out feedback from others to develop your own self awareness and inform your development plans ✓ You seek out senior industry experts to provide you with continued coaching and mentoring to develop your leadership capability ✓ You pursue further education, certifications, or specialised training programs to deepen your expertise in key areas of screen production, such as project management, finance, or creative development ✓ You participate in professional associations, online forums, and networking events to connect with peers, exchange ideas, and stay updated on industry trends, opportunities, and challenges ✓ You demonstrate a proactive approach to staying abreast of emerging technologies, tools, and platforms relevant to screen production, integrating them into your workflows to enhance efficiency and effectiveness ✓ You mentor and support junior colleagues or aspiring/emerging screen producers, sharing your knowledge, insights, and experiences to foster their professional development and contribute to the growth of the industry as a whole 	

Personal Development	Curiosity	
Description	Exhibits curiosity about the industry and your chosen field within the industry. Develops a deep understanding and passion for your chosen field and the industry more generally.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You have a deep knowledge of the industry and seek out opportunities to learn more ✓ You understand the filmmaking process and where your knowledge gaps are so that you seek technical expertise where needed ✓ You are curious about and willing to learn about other departments and film making techniques and how they can contribute to the success of the project ✓ You take part in events and learning opportunities that help expand your experience and perspectives ✓ You know when to lean on the expertise of other members of the crew ✓ You encourage others to develop an interest in the industry and career opportunities 	

Personal Development	Integrity, Trust & Respect	
Description	Demonstrates respect for the dignity and privacy of individuals. Supports the equality, diversity, rights, and responsibilities of the individual. Is seen as a direct, truthful individual. Presents truthful information in an appropriate and helpful manner. Recognises and understands confidentiality. Admits mistakes. Does not misrepresent himself or herself for personal gain.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You contribute, and support colleagues to contribute to developing, maintaining, and evaluating systems that respect rights and interests of individuals ✓ You work to ensure that the work environment is positive and supportive and that all colleagues operate in a way that promotes dignity and respect ✓ You promote equality and diversity of individuals, and take appropriate action with any information that is discriminatory in any way ✓ You identify methods, skills and processes that ensure confidentiality and integrity are maintained within dealings of the organisation ✓ You develop and promote a culture in the organisation that fosters high standards of behaviour including truthfulness, integrity, trust and respect ✓ You act as a mentor and role model for colleagues demonstrating the highest standards of integrity, trust and respect in your dealings with others 	

Personal Development	Managing Wellbeing	
Description	Develops and maintains a range of techniques and contacts that promote one's own and the team's wellbeing.	
Positive Indicators	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<p>You reflect on your own feelings and emotions about your work, your work performance, and the interactions that you have with your colleagues</p> <p>You have developed a range of contacts and supports that enable you to work on your mental health and emotional well-being throughout your career and to provide appropriate support to others</p> <p>You find ways to separate yourself from your work to create space to reflect and refresh your thoughts and ideas</p> <p>You don't crumble under pressure and have healthy stress-coping mechanisms in place, and you promote appropriate behaviour on set</p> <p>You know how to deal with self-doubt and remain positive throughout the project</p> <p>You know when to take a rest and how to ensure others on your team are also able to do so</p> <p>You find opportunities to talk about your concerns, anxieties, and emotions with those close to you, and/or colleagues, and/or professional support services</p> <p>You are a role model for prioritising the well-being of yourself and your colleagues</p> <p>You influence and encourage others to reinforce positive behaviours at work that do not adversely impact on the well-being of colleagues</p> <p>You foster an environment where colleagues are not afraid to discuss their concerns and feelings and ask for help</p> <p>You proactively share resources and information for managing wellbeing and mental health including Minding Creative Minds</p>

Personal Development	Resilience	
Description	Demonstrates a passion for the industry and for the projects undertaken. Is willing to keep persevering over a longer period of time to develop, fund and crew the project. Is able to work effectively and creatively on a number of different projects at the same time.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You maintain objectivity and a calm approach when under severe pressure ✓ You persist with your projects and objectives over the longer term and keep setbacks and rejection in perspective ✓ You roll with the punches, you are cool in tough situations, and you still make the decisions needed while under pressure ✓ You stick with challenges and problems until they are resolved in a positive way ✓ You set a tone of trust and respect for the project and on set/on site that ensures that an open and creative environment gets the best from the cast and crew ✓ You help others to remain calm and focused on the problem at hand ✓ You work to promote a positive attitude throughout the team or project ✓ You endeavour to recognise the symptoms of stress or burn-out in yourself and in colleagues even when they are unaware, and you provide support in a sensitive and practical manner 	

Personal Development	Self Awareness	
Description	Is aware of different aspects of one’s own self including behavioural traits, values, strengths, weaknesses, motivations, emotions, and feelings. Uses this self awareness to support personal and professional development, growth and identify areas for collaboration.	
Positive Indicators	<ul style="list-style-type: none"> ✓ You possess a deep understanding of your strengths, weaknesses, and areas for growth as a screen producer ✓ You actively seek feedback from peers, mentors, and industry professionals to gain insights into your performance and areas for improvement ✓ You demonstrate emotional intelligence, recognising and managing your own emotions effectively in various professional situations ✓ You maintain a clear understanding of your personal values and how they align with the ethical standards of the screen industry ✓ You adapt your communication and leadership style to suit different situations and individuals, leveraging your self-awareness to build positive working relationships ✓ You take ownership of your actions and decisions, accepting responsibility for mistakes and seeking opportunities for learning and growth ✓ You prioritise self-care and well-being, recognising the importance of maintaining healthy work-life boundaries to sustain long-term success in the industry. ✓ You actively seek out colleagues and peers from inside and outside of the industry who can mentor or coach you to develop stronger self awareness and reflect on your capabilities and development needs and bring best practice to your work ✓ You use your self awareness to reflect on your leadership style and how you can flex your style to suit the situation 	



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