![ScreenSkills logo]

CPD competency-based framework

The screen industries in the UK are thriving, thanks to you - a talented, dedicated and largely freelance workforce. Whether you are self-employed or contracted, you are responsible for developing your career. You need to keep your expertise up-to-date, staying informed and connected to the wider industry and stretching yourself to achieve your potential. In short, you are your own training department.

Introduction and user guide

What is continuing professional development (CPD)?

Continuing professional development (CPD) is learning undertaken to improve your skills once in work. It means planning and applying learning that increases knowledge, skills and experience and results in improved performance and career progression. Continuing professional development is essential to the continued success of the UK screen industries. By developing our individual strengths and skills, CPD helps build confidence – in us as individuals and collectively in the screen industries. To support the process of introducing, accessing and applying continuing professional development, ScreenSkills has developed a CPD strategy. It defines what continuing professional development is, why it is important and how it makes a difference whether you are approaching personal and professional development as an individual, employer or a training provider designing a development programme.

At the heart of the strategy is a competency-based framework. A competency is defined as the skills required to do a job well. The framework clearly identifies what is expected of screen industry professionals, whatever their employment status, at each career stage, measured against four core competencies. It empowers us to identify skills and experience gaps that would benefit from development. By using the framework - alongside the suggestions on how to approach the process that can be found in the strategy - it is possible to work out how to access and apply continuing professional development in a way that minimises disruption to day-to-day work, rather than expecting you to take long periods of time out from earning.

About the CPD framework

The framework discusses:

- **values:** the principles that guide our conduct to ensure the ongoing success of the UK screen industries
- **behaviours:** best practice professional conduct we all sign up to, regardless of career stage or status
- **competencies:** the skills required to do a job, which are critical to our success whether in creative, technical or commercial roles
- **career stages:** the four career stages we will all pass through (entry, early, experienced and expert)
- **areas for development:** recommended topics for further learning and development, should you identify a weakness or opportunity for growth within a particular competency
- **examples of CPD activities:** specific ideas on to achieve or develop a certain skill within the relevant area for development.

Please note the following about the framework:

- It is deliberately broad, designed to empower individuals to self-identify and to interpret according to their understanding of their particular field or sector. It covers a wide range of roles and sectors in the industry across creative, technical and commercial roles.
- The skills outlined are those required to work effectively at that career stage, rather than progress into or graduate from it. They are what is needed to operate at that particular career stage and are expected to be developed while working at that stage.
- The skills build on, rather than, replace each other through the career stages; individuals are expected to continue to have and use the skills they developed previously.
- No competency exists in isolation. In this framework, several skills are deliberately duplicated to provide a well-rounded picture of what is required for each competency. For example, in order to develop your professional expertise you will need to be strong at problem-solving. This is also an important aspect of strategy, planning and delivery. In order to be competent at project management, you will need strong teamwork skills
- It is not expected that every individual will become an expert in every competency or skill.
- The examples given are for guidance only. Every role and each individual's approach to their development is different. This means each person's portfolio of evidence will be unique, demonstrating a variety of continuing professional development activities.

How to use the framework

We recommend you regularly work through the framework, assessing your **behaviours** and **competencies** against those expected of you at your career stage and noting examples where you have demonstrated development in these areas. Take time to reflect, analyse any appraisals or feedback you have had and discuss with your line manager or mentor.

If you identify a behaviour, competency or skill which you or your line manager or mentor feel requires further development in order to reach the required standard so that you can progress to the next career stage, then consider the relevant suggested **areas for development**. Do bear in mind that these are steers towards progressing a particular skill or competency area and are by no means definitive.

The **CPD activities** you undertake are up to you. The examples given are just that, examples. You will need to explore what works for you in your circumstances.

Broadly speaking, there are three types of CPD activity:

1. **Commercial training** or teaching from subject matter expert. This is usually paid for and can be delivered in person or online. *Eg seminars, e-learning courses, accredited professional qualifications, tutorials, webinars, workshops, masterclasses and lectures.*
2. **Workplace embedded professional development** from leaders and colleagues within your organisation. This on-the-job learning is usually folded into your day-to-day work as part of your employment, so it tends to be free to entry once you are in work. You may need to instigate or initiate this yourself. *Eg mentoring, masterclasses, action learning sets, shadowing, secondments, inductions and lunchtime learning sessions.*
3. **Informal self-lead learning** initiated by individuals themselves. This is usually low- or no-cost and is an independent commitment by you to develop in a particular area in your spare time. *Eg reading books or articles, watching online videos, listening to podcasts, seeking advice, taking part in taster webinar and attending talks.*

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Values

Values are the principles that guide our conduct as individuals, organisations and an industry. They are what we consider important and agree to sign up to and live by so that our industry thrives. The values we consider are:

Honesty

To maintain the integrity of the UK screen industries, we are always open, transparent and trustworthy in our dealings with others.

Inclusion

To ensure our industry is truly diverse, we treat everyone equally and seek to value and encourage every talented person, regardless of their background or personal characteristics.

Excellence

To support the reputation of our industry, we always work to the highest possible standards, particularly when it comes to prioritising the health, security and wellbeing of everyone in and around the industry.

Respect

To support the collaboration and teamwork essential to our success, we are fair, courteous and considerate to everyone in the industry.

Behaviours

To help us live our industry values, we recognise that the way we perform our roles is just as important to ensuring success as technical competence or creative ability.

To develop best practice behaviours, you may choose to seek out CPD activities in the recommended areas for development. These activities might be commercially-available formal training, workplace-embedded CPD or individual self-led learning, depending on your need and context.

Value	Behaviour	Areas for development	Example CPD activities
Honesty	• Behave transparently, avoiding conflicts of interest, or the appearance of conflicts, between our work and personal affairs or other business-related activities	• conflicts of interest	• conflicts of interest training • read employer's conflict of interest policy
	• Maintain the highest ethical standards, never giving, offering or authorising the offer (directly or indirectly), of anything of value to obtain any improper advantage, and never accepting a gift of cash, regardless of the amount	• workplace ethics • anti-corruption	• familiarisation with The Bribery Act 2010 • anti-corruption training
	• Be lawful, fair and efficient in all our supplier relationships, evaluating all offerings on the basis of quality, reliability, performance, price, service and technical requirements	• managing supplier relationships • fair trading	• fair trading workshops • peer-to-peer best practice sharing sessions on working with suppliers
Inclusion	• Treat others fairly, giving equal treatment to everyone without regard to race, colour, religion, national origin, social background, sex, pregnancy, sexual orientation, age, disability, caring responsibilities for family members, or other characteristics	• equality and inclusion • anti-discrimination • unconscious bias	• unconscious bias training • familiarisation with employer's diversity and inclusion policy
	• Never tolerate bullying and harassment, including sexual harassment	• anti-bullying and harassment • complaints procedures	• read BFI and BAFTA's guide to prevent bullying and harassment in the screen industries • read employer's anti-bullying policy
	• Proactively encourage the involvement of talented people from all backgrounds and with diverse characteristics in the industry	• diversity awareness • initiative-taking	• Diversity in practice - a website created by Creative Diversity Network • talk to subject matter experts for case studies and best practice recommendations • access diverse talent databases
Excellence	• Aspire to and strive for the highest possible quality of work and output, regardless of career stage, role or sector	• appropriate quality of work and outputs • achieving potential • persistence and diligence in the workplace • see Professional Expertise and Personal Development competencies below for more detail	• research case studies of highly renowned individuals or projects in your field • read books, listen to podcasts or watch online talks about achieving your potential

	• Foster a safe and environmentally responsible workplace for everyone, fully complying to all relevant statutory requirements, and completing all mandatory training. This includes protecting, safeguarding and being mindful of the welfare of everyone, including yourself, and especially children and vulnerable adults	• wellbeing in the workplace • self-care • working with vulnerable people	• face-to-face training on the safe management of productions • watch ScreenSkills Freelance Toolkit videos: When To Say No and Taking Care Of Yourself • accredited classroom learning on child protection and safeguarding (eg NSPCC) • watch videos about working with vulnerable contributors	
	• Keep accurate, appropriate and detailed documentation to support all our business activities	• record-keeping • information management • organisation techniques	• discuss record-keeping methods with a mentor or more experienced team member • attend a webinar about managing and organising information	
Respect	• Be honest, fair and trustworthy in all our business activities and relationships	• relevant statutory obligations • industry codes of conduct • professional integrity	• read books, listen to podcasts or watch online talks about developing emotional intelligence • observe and listen to role models who have strong, productive working relationships	
	• Protect the assets and information entrusted to us by others, including following data protection legislation and protecting others' intellectual property	• data protection legislation and policies • IP protection	• GDPR familiarisation at www.eugdpr.org • watch video tutorials on data protection rules and recommendations • read guidelines on IP and its protection at www.gov.uk	
	• Ask questions, seek guidance and report concerns with other's conduct in relation to these behaviours, following current employer's policies	• complaints procedures • difficult conversations • employer and employee rights	• research ACAS guidance on raising an issue at work • familiarisation with each employer's complaints policy	

Competencies

Competencies are the important skills required to carry out a job or fulfil a role successfully and efficiently. ScreenSkills has identified the following four core competencies as being the critical skills required for the screen industries in the UK to continue to thrive. The aim is to continually develop and hone these competencies in an ongoing process of professional development.

- **Professional expertise**: the ability to approach increasingly complex creative, technical or craft tasks in field of specialism, focusing on continuous learning and sharing knowledge and experience with others
- **Strategy, planning and delivery**: the ability to plan and execute projects to achieve defined objectives, thinking strategically, budgeting and using resources appropriately and providing effective reporting
- **Working with others:** the ability to collaborate with others to deliver successful projects to a shared vision, managing others fairly, communicating clearly and leading effectively
- **Personal development:** the ability to manage and improve performance and behaviour, taking responsibility for ongoing self-awareness, recognising any skills gaps and overseeing career progression.

Competency 1: professional expertise

The ability to approach increasingly complex creative, technical or craft tasks in my field of specialism, focussing on continuous learning and sharing knowledge and experience with others.

If you want to improve your professional expertise, seek out CPD activities in the recommended areas for development. These activities might be in the form of commercially-available formal training, workplace-embedded CPD or individual self-led learning, depending on your need and context.

Entry – competency 1: professional expertise

	Skills	Areas for development	Examples of CPD activity
1.	I diligently work to the standards expected of me in my role, with supervision. *eg completing a task within the time given.*	• appropriate quality of work and output • understanding expectations	• familiarisation with editorial policy and standards and industry body guidelines • attend workplace inductions • introduction to the industry face-to-face course
2.	I seek out the information I need, identifying key facts to inform my decisions and allow me to do my work to the best of my ability. *eg independently learning a new skill for my professional development.*	• decision-making • communication skills • confidence-building	• watch relevant how to guides • short e-learning course on decision-making
3.	I recognise when I need support and ask the right people for it in order to maintain or improve the quality of my work. *eg identifying a potential problem with completing a task and requesting input from line manager.*	• decision-making • communication skills • confidence-building	• research different communication styles • read books, listen to podcasts or watch online talks on confidence-building
4.	I show interest in improving my creative, craft or technical knowledge. *eg attending masterclasses run by more senior people on my production.*	• continuous learning • objective-setting	• seek out a mentor • attend training in specific craft skills
5.	I work with my line manager to set realistic, achievable goals so that I	• continuous learning • objective-setting	• use and maintain a record of achievement

continue to improve the quality of my work. *eg deciding on which new ways of working to try, and when to keep using familiar approaches.*		• watch online video tutorials about objective-setting
6. I have a positive, enthusiastic attitude about my field of work. *eg taking on tasks beyond the immediate scope of my role.*	• attitude and mindset	• read books, listen to podcasts or watch online talks on how to have a positive attitude at work • identify a role model and observe how their positive attitude impacts on their professional expertise

Early – competency 1: professional expertise

Skills	Areas for development	Examples of CPD activity
1. I work accurately, with supervision and only occasional review. *eg drawing up a schedule only needing sign-off rather than detailed input*	• appropriate quality of work and output • range of skills	• so you want to be a… short face-to-face courses • attend or request at-work lunchtime learning session • research talent training schemes • attend demonstrations or skills or equipment/resources
2. I weigh up all possible options or approaches to a task and make considered decisions for the best creative, technical or commercial outcome. *eg identifying what to prioritise when working to a tight deadline*	• decision-making • managing unpredictability • problem-solving • time management • prioritisation	• read books, listen to podcasts or watch online talks on decision-making • join a problem-solving webinar
3. I can cope well in new, unpredictable situations, by drawing on my knowledge and experience so far. *eg promptly finding alternative travel plans for a crew out on location*	• decision-making • managing unpredictability • problem-solving • time management • prioritisation	• time-management classroom learning • research different prioritisation methods
4. I am learning a range of skills within my own creative, craft or technical field *eg competent with multiple commonly-used tools, kit and/or software*	• continuous learning • industry understanding	• qualify in an early level professional competence certificate/diploma • shadow a more experienced team member
5. I am interested in the wider range of roles and skills within my creative, craft or technical field and in the screen industries as a whole *eg sitting in on an edit despite being in the sales team*	• continuous learning • industry understanding	• familiarisation with industry job profiles online • subscribe to industry publications and/or newsletters
6. I have a positive, enthusiastic attitude about my field of work. *eg volunteering to read and report back on unsolicited scripts*	• attitude and mindset	• find a mentor • spot opportunities to take on responsibilities beyond your immediate job scope

Experienced – competency 1: professional expertise

	Skills	Areas for development	Examples of CPD activity
1.	I am highly technically and creatively competent in my role, reliably producing work which requires little modification *eg producing insert VTs for a live daily TV show*	• appropriate quality of work and output • project management	• face-to-face learning on specific craft or technical skills • start or join knowledge-sharing sessions
2.	I work successfully on increasingly complex tasks and projects, either acting autonomously or as part of a team, and with limited supervision *eg managing an entire VFX production process*	• appropriate quality of work and output • project management	• job swaps with peers • read books, listen to podcasts or watch online talks on managing projects and planning ahead
3.	I consistently strive to develop my creative, technical or craft knowledge and skills, beginning to develop a specialism within my field *eg training to move from being a CGI generalist to specialising in digital sculpture and creature work*	• continuous learning • developing a specialism	• join a relevant professional body • shadow a more experienced team member
4.	I can identify and evaluate potential barriers to my working to the best of my ability and generate creative solutions, based on facts and drawing on my knowledge and experience *eg pre-empting and diffusing a challenging situation with writing talent*	• decision making • problem-solving • creative thinking	• receive coaching on problem-solving • face-to-face learning on advance decision-making
5.	I support more junior team members in developing their skills, particularly those who might find progression more challenging *eg mentoring an apprentice looking to get a substantive role*	• sharing knowledge • supporting and developing others	• become a mentor • given an at-work demonstration or masterclass
6.	I constructively challenge established ways or working in my field, seeking to push the creative or technical boundaries to improve outcomes for everyone *eg making the case for investing in a new budgeting software provider*	• innovation • industry impact • creative thinking • communication skills	• attend and report back on industry events, conferences and showcases • shadow someone at a similar stage in a different creative industry

Expert – competency 1: professional expertise

	Skills	Areas for development	Examples of CPD activity
1.	I have my own specific area of specialism *eg a sought-after wig-maker with credits on 20+ productions, specialising in period productions*	• appropriate quality of work and output • area of specialism • complex project management • reputation management	• gain a professional accreditation or qualification • deliver advanced masterclasses
2.	I am highly competent at my specialism, taking the lead on delivering as a subject matter expert on complex tasks and projects *eg regularly exec producing multiple TV shows for different broadcasters*	• appropriate quality of work and output • area of specialism • complex project management • reputation management	• short classroom course on leading complex projects and programmes • debrief complex projects, assessing learnings and writing case studies

3.	I am considered an expert in my field by my peers in the industry *eg nominated for a reputable industry award*	• appropriate quality of work and output • area of specialism • complex project management • reputation management	• receive coaching on profile-building • model the networking skills of others with a strong industry reputation
4.	I continue to broaden and deepen my skillset, and seek to learn more *eg attending and speaking at global conferences*	• continuous learning	• attend talks from international leaders in your subject area • seek a mentor
5.	I can quickly and accurately identify what is needed to solve difficult problems in order to complete tasks and deliver in my area of specialism *eg leading a team to solve a health and safety challenge on my current shoot*	• decision-making • problem-solving • creative thinking	• research case studies of complex project management in your field • read books, listen to podcasts or watch online talks on advanced decision-making in other fields (eg military or medicine)
6.	I am an advocate of my specialism, sharing my expertise with others in my organisation to the greater good of the projects we work on *eg representing my discipline in senior management meetings at my current employer*	• sharing knowledge • communication skills • teaching and training skills • presentation skills • supporting and developing others • role modelling • advocating diversity and inclusion	• watch train the trainer online tutorials • speak at reputable industry conferences
7.	I am a role model to those coming up in my area of specialism, particularly those who might find progression challenging *eg starting a mentoring scheme for animators from diverse backgrounds*	• sharing knowledge • communication skills • teaching and training skills • presentation skills • supporting and developing others • role modelling • advocating diversity and inclusion	• become a mentor on a diverse talent • join an industry body advisory panel
8.	I am leading on developing new innovations, technologies and approaches within my specialism, to push the boundaries *eg exhibiting at trade shows and industry showcases*	• innovation techniques • industry impact • creative thinking	• face-to-face learning on innovation techniques • visit suppliers of technology and equipment on site • find and observe and industry role model in this area

Competency 2: strategy, planning and delivery

The ability to plan and execute projects to achieve defined objectives, thinking strategically, using resources including finances appropriately and delivering effective reporting.

If you want to improve your professional expertise, seek out CPD activities in the recommended areas for development. These activities might be in the form of commercially-available formal training, workplace-embedded CPD or individual self-led learning, depending on your need and context.

Entry – competency 2: strategy, planning and delivery

	Skills	Areas for development	Examples of CPD activity
1.	I analyse what is involved in every task or piece of work *eg identifying what information is required to make a decision*	• project management • prioritisation • planning and organising • task management • record-keeping	• read books, listen to podcasts or watch online talks on different task management methods • face-to-face learning on basic organisational skills
2.	I make sure I fully understand the priorities of any project or task at the outset *eg establishing which invitees to a meeting are essential and whose attendance is optional*	• project management • prioritisation • planning and organising • task management • record-keeping	• peer review recent projects and tasks to establish lessons learnt • research online tips on following and questioning instructions at work
3.	With my line manager or mentor, I plan effectively so that I achieve the tasks I am given *eg writing a daily To Do list together for the week ahead*	• project management • prioritisation • planning and organising • task management • record-keeping	• workshop exploring basic project management skills • research different project planning models and tools
4.	I organise myself to complete tasks on time, including balancing my work with other, non-work pressures *eg planning ahead if I have a medical appointment*	• managing resources • time management • budgeting	• classroom learning on time management • shadow a more experienced team member
5.	I work to any budget restrictions I am given *eg buying lunch for the team across the week using a fixed amount available in petty cash*	• managing resources • time management • budgeting	• observe and listen to others making financial decisions • in-team tutorial on basic use of resource planning software
6.	I am developing my understanding of my role in the wider context of the industry *eg explaining how my role contributes to the success of a project or production*	• strategic thinking • industry understanding • brand thinking • audience insight • forward planning	• seek a mentor • read industry publications
7.	I actively enquire about the bigger picture of the production or project I'm working on *eg finding out who the target audience is for a product or service I am selling or promoting*	• strategic thinking • industry understanding • brand thinking • audience insight • forward planning	• read books, listen to podcasts or watch online talks on brand thinking • attend team meetings to observe and listen to long-term decision-making

Early - competency 2: strategy, planning and delivery

Skills	Areas for development	Examples of CPD activity
1. I can assess the complexity of tasks I'm given and anticipate most problems *eg knowing which casting spec might be more challenging to fulfil*	• project management • prioritisation • planning and organising • task management • record-keeping	• attend project briefings • read relevant case studies of similar projects or tasks
2. I balance conflicting priorities *eg finding edit suites for clients all working to the same deadline*	• project management • prioritisation • planning and organising • task management • record-keeping	• join an action learning set about project management processes • face-to-face learning on forward planning techniques
3. I ensure I can be accountable for the decisions that I make *eg taking detailed notes during research phone calls with potential contributors*	• project management • prioritisation • planning and organising • task management • record-keeping	• seek a mentor • webinar on effective note-taking and record-keeping
4. I appreciate the need to organise any resources I am given (such as budget, people, time and other materials or equipment) effectively *eg ensuring all available kit is always prepped in case of a sudden change in filming schedule*	• planning resources • time management • productivity • financial management • business planning	• attend team learning on using resource planning software • contribute to consultation and feedback on current resource management processes
5. I contribute to budgeting, forecasting and business planning, as appropriate to my role and level of responsibility *eg keeping detailed records of money spent, and making the case for more budget for my episode*	• planning resources • time management • productivity • financial management • business planning	• read books, listen to podcasts or watch online talks on time management and productivity • shadow a team member working to tight deadlines
6. I appreciate that there are multiple approaches to any task, and make sure I am clear why certain choices are made above others *eg explaining how creative ambition has been balanced with health, safety and welfare needs in putting together an editing schedule*	• strategic thinking • decision-making • brand thinking • audience insight • forward planning • industry understanding	• enquire about other's policy development or decision-making approaches • read books, listen to podcasts or watch online talks on how to make difficult decisions
7. The choices I make are informed and inspired by the overarching ambition or vision for the production or project I'm working on *eg deliberately seeking to shortlist a range of diverse background artists for a film intended to have broad contemporary appeal*	• strategic thinking • decision-making • brand thinking • audience insight • forward planning • industry understanding	• webinar on basic strategic thinking • in-team tutorials on data collection and interpretation

Experienced - competency 2: strategy, planning and delivery

Skills	Areas for development	Examples of CPD activity
1. I plan and manage the work requirements of myself and my team to ensure the success of our projects *eg allocating roles and responsibilities across an intense period of pre-production*	• project management • prioritisation • managing a team • dealing with unpredictability • record-keeping	• training in basic team management • research online tips for allocating roles and responsibilities

Skills	Areas for development	Examples of CPD activity
	• simultaneously managing up and down	
2. I can identify and address changing priorities *eg reassigning team members to a project beginning to slip behind schedule*	• project management • prioritisation • managing a team • dealing with unpredictability • record-keeping • simultaneously managing up and down	• gain certification in a recognised method for effective project management • research case studies of projects with multiple unpredictable elements
3. I ensure individual and team accountability so that projects run as smoothly as possible *eg regular one-to-one meetings with team members to assess their progress, reporting back to senior management*	• project management • prioritisation • managing a team • dealing with unpredictability • record-keeping • simultaneously managing up and down	• e-tutorials on relevant management software • enquire about other's approaches to keeping track of team activities and progress
4. I plan budgets and make efficient use of all available resources, to achieve results on time and within budget *eg designing an entire cast's costumes to a reduced budget and deadline from the previous series*	• planning resources • business planning • decision-making • record-keeping	• face-to-face learning in budgeting and financial planning • brief secondment to a team dealing more closely with resource management
5. I plan budgets and make efficient use of all available resources, to achieve results on time and within budget *eg designing an entire cast's costumes to a reduced budget and deadline from the previous series*	• planning resources • business planning • decision-making • record-keeping	• attend a masterclass by and expert in this area • seek a mentor
6. I take a primary role with forecasting and business planning *eg making the business case for investing in new equipment to meet clients' changing needs and expectations*	• strategic thinking • financial forecasting • vision setting • industry understanding • strategic analysis	• attend a masterclass by and expert in this area • seek a mentor
7. I feed into and work towards the wider vision and strategic ambition of my current project or organisation *eg identifying a unifying single-minded message for a marketing and social media campaign*	• strategic thinking • financial forecasting • vision setting • industry understanding • strategic analysis	• deliver a presentation or workshop outlining a project's strategic ambition • receive coaching on strategic thinking

Expert - competency 2: strategy, planning and delivery

Skills	Areas for development	Examples of CPD activity
1. I manage complex work requirements, working simultaneously on multiple tasks and projects *eg having several scripts in development and more than one title in production at the same time*	• complex project management • managing a team • making difficult decisions • prioritisation • setting KPIs • benchmarking • business reporting	• gain an accredited advanced project management qualification • read books, listen to podcasts or watch online talks on complex project management
2. I regularly reprioritise as needed, in response to changing requirements	• complex project management • managing a team	• research various agile project-management models

	eg delegating responsibilities to others if I'm unexpectedly needed elsewhere to make urgent decisions	• making difficult decisions • prioritisation • setting KPIs • benchmarking • business reporting	• receive coaching on prioritisation and decision-making
3.	I am accountable to ensuring high-level objectives are met *eg reporting to my organisation's board, tracking progress against commercial targets*	• complex project management • managing a team • making difficult decisions • prioritisation • setting KPIs • benchmarking • business reporting	• webinars on setting KPIs and benchmarking • lead action learning sets on improving ways of working
4.	I have an exceptional ability to organise and deploy team resources as required to successfully achieve project objectives *eg establishing an ongoing team structure for a new live daily TV show*	• planning resources • financial forecasting • business planning • risk management • talent mapping	• analyse any mistakes and identify lessons learnt • face-to-face learning on resource management
5.	I approve and take responsibility for budgets, schedules and other business plans drawn up by my team *eg signing off an investment plan in new equipment to meet clients' changing needs and expectations*	• planning resources • financial forecasting • business planning • risk management • talent mapping	• e-learning on budget planning and forecasting • shadowing a team dealing more closely with resource management
6.	I embrace new technology to support positive outcomes, now and in the future *eg instigating a kit trialling day for team members to test and try potential new equipment*	• strategic thinking • innovation techniques • technology forecasting • vision setting • strategic analysis • creative thinking • policy setting	• visit tech suppliers • research the latest tech innovations
7.	I set the wider vision and strategic ambition of my current project or organisation *eg building talent relationships to enable an upcoming expansion into new genres*	• strategic thinking • innovation techniques • technology forecasting • vision setting • strategic analysis • creative thinking • policy setting	• read books, listen to podcasts or watch online talks about exceptional visionaries • attend workshops on strategic thinking from an organisation for other professions specialising in strategy
8.	I am involved in identifying strategic opportunities and risks to my field or the wider industry, advocating for new ideas that will lead to its growth and resilience *eg participating in a ScreenSkills skills council*	• strategic thinking • innovation techniques • technology forecasting • vision setting • strategic analysis • creative thinking • policy setting	• volunteer to take part in an industry-wide project with a recognised industry body • represent the screen industries at events around broader business developments and policy-settings

Competency 3: working with others

The ability to collaborate with others to deliver successful projects to a shared vision, managing others fairly, communicating clearly and leading effectively.

If you want to improve your professional expertise, seek out CPD activities in the recommended areas for development. These activities might be in the form of commercially-available formal training, workplace-embedded CPD or individual self-led learning, depending on your need and context.

Entry - competency 3: working with others

Skills	Areas for development	Examples of CPD activity
1. I follow instructions that I am given and request clarification if needed *eg achieving a range of tasks with tangible outcomes during a work experience placement*	• teamwork • workplace empathy • personality types • following instructions • communication skills • responding to feedback • behaviour change	• attend ways of working briefings • read books, listen to podcasts or watch online talks on different tasks management methods
2. I work well with others in all contexts (eg under pressure) *eg working successfully on group projects in an academic context*	• teamwork • workplace empathy • personality types • following instructions • communication skills • responding to feedback • behaviour change	• face-to-face learning on successfully contributing to a team • watch video tutorials about empathy in the workplace
3. I listen well and take on feedback, adapting my behaviour accordingly *eg responding to coaching or teaching for a sport or personal interest*	• teamwork • workplace empathy • personality types • following instructions • communication skills • responding to feedback • behaviour change	• watch e-tutorials on asking feedback at work • requests regular appraisals and references
4. I am friendly, polite and professional in my dealings with others *eg using appropriate language and tone for emails*	• communicating professionally • managing up • behaviour change	• look for online tips and advice on successfully starting in the workplace
5. I keep my line manager and colleagues aware of how I am progressing, and if I am experiencing any problems or have any concerns *eg reporting a potential health and safety issue to a line manager*	• communicating professionally • managing up • behaviour change	• webinar on basic interpersonal skills • join an action learning set around communication in the workplace
6. I am flexible and open to change *eg accepting a move to a different team with short notice*	• understanding and responding to change	• e-learning on responding to change in the workplace • seek a mentor
7. I can identify role models who inspire me *eg explaining who I have enjoyed working with or for, and why*	• exploring leadership potential • recognising different leadership styles • identifying role models	• explore the story of key people and companies in the industry • read biographies of inspiring leaders in other industries

Early - competency 3: working with others

Skills	Areas for development	Examples of CPD activity
1. I proactively identify opportunities to fulfil my responsibilities and contribute to the wider success of a project or organisation *eg suggesting a kit audit ahead of a busy filming period*	• teamwork • proactivity • communication professionally • confidence-building • having difficult conversations	• read books, listen to podcasts or watch online talks on taking the initiative at work • observe and listen to a team member who role models proactive thinking
2. I take the initiative in putting myself forward for new tasks or projects *eg volunteering to represent my peers at a senior management meeting about ways of working*	• teamwork • proactivity • communication professionally • confidence-building • having difficult conversations •	• volunteer for opportunities outside the direct scope of your role • webinar on confidence-building
3. I am developing the ability to challenge and question others appropriately *eg identifying any inconsistencies in a pitch document*	• teamwork • proactivity • communication professionally • confidence-building • having difficult conversations	• observe and listen when senior people challenge and question others • face-to-face learning on having difficult conversations
4. I am able to delegate tasks to others where appropriate *eg asking a Production Coordinator to greet meeting attendees while I focus on setting up the IT*	• managing others • delegation • motivating others	• watch online masterclasses on how to delegate effectively • look for online tips and advice on motivating others in the workplace
5. I inform those I am working with how I intend to complete tasks or projects *eg updating others at a team meeting with next steps towards securing a filming location*	• communication skills • planning ahead • storytelling • assertiveness	• attend webinars on managing up • one-to-one tutorials on assertiveness
6. I can articulate my opinion professionally, and as appropriate to my level of knowledge and experience *eg suggesting a new approach for my current employers' social media activity*	• presentation skills • managing up • influencing and persuading • responding to feedback	• presentation skills training • attend in-team workshops sharing best practice storytelling • face-to-face influencing and persuading training
7. I am open to change and able to appreciate how any impact on my role or responsibilities will benefit my project or organisation *eg explaining the long-term benefits of moving to new animation software provider*	• understanding and responding to change	• seek a mentor • join an action learning set during a period of change
8. I am developing my industry awareness, and am aware of the importance of a company's culture and ethos *eg articulating the purpose and values of a brand or organisation familiar to me*	• industry understanding • developing leadership potential • recognising different leadership styles • identifying role models	• sign up for industry newsletters and updates • watch speeches from reputable industry conference online

Skills	Areas for development	Examples of CPD activity
9. I can recognise different leadership styles as well as different leadership approaches at particular moments in time, and am developing an awareness of which is my natural style, should I become a leader *eg identifying why a relationship with a leader or manager is/ was challenging*	• industry understanding • developing leadership potential • recognising different leadership styles • identifying role models	• research different leadership styles • read books, listen to podcasts or watch online talks on how to be a great leader

Experienced - competency 3: working with others

Skills	Areas for development	Examples of CPD activity
1. I am confident to commit to a course of action and then communicate clearly any impact on others *eg persuading a client to push back a deadline and then setting new project timings*	• teamwork • communication skills • managing others • leadership principles	• training in leadership essentials • seek close supervision by someone more senior on a specific project
2. I manage others, setting them clear briefs and then giving them autonomy - monitoring and only intervening if needed for the benefit of the individual, project or organisation *eg commenting on a VT script if it raises potential compliance or legal issues*	• teamwork • communication skills • managing others • leadership principles	• gain an accredited management qualification • research theories on different management styles
3. I advocate for my team in discussions with senior management *eg making the case for funding for training to fill skills gaps among talented team members from diverse backgrounds*	• managing others • macro management techniques • advocating for others • negotiation skills • managing risk • having difficult conversations	• watch e-tutorials on having difficult conversations • classroom learning on negotiating skills
4. I spot opportunities for my team to stretch themselves professionally according to their skills, time demands and development needs, giving them permission to take risks and mitigating for any mistakes *eg asking a sales assistant to pitch to a potential client, with experienced team members present*	• managing others • macro management techniques • advocating for others • negotiation skills • managing risk • having difficult conversations	• webinars on managing risk • volunteer to mentor a more junior team member
5. I regularly give my team feedback and make myself readily available to listen and respond to any concerns and suggestions from them *eg responding to requests for adhoc meetings on the same day they are raised*	• communication skills • giving feedback • listening to others • dealing with concerns • responding to feedback • influencing and persuading	• face-to-face learning on line management skills course • peer reviews and 360 feedback • read books, listen to podcasts or watch online talks on influencing others
6. I successfully implement any changes requested by senior management, in ways that bring other members of the team along and fit with the broader vision of my project or organisation *eg leading a consultation process on a move to hot-desking in the office*	• managing change • motivating others • behavioural economics • understanding organisational culture	• research change management case studies • shadow someone more experienced leading a process of change

	Skills	Areas for development	Examples of CPD activity
7.	I lead by example, building trust and credibility through the quality of my work and its results and modelling a healthy perspective and work-life balance *eg taking regular time off work, using up allocated holiday days*	• demonstrating leadership potential • building trust • communication skills • role modelling	• read books, listen to podcasts or watch online talks on role modelling • contribute to policy development on staff welfare
8.	I am actively exploring my leadership potential and developing my leadership skills *eg deputising for senior leaders in my organisation in decision-making contexts*	• demonstrating leadership potential • building trust • communication skills • role modelling	• receive leadership coaching • attend masterclasses by reputable leaders from other industries

Expert - competency 3: working with others

	Skills	Areas for development	Examples of CPD activity
1.	I set a clear big-picture vision for my area of responsibility on a project or in an organisation, and inspire others to share in it *eg articulating the overall look and feel for the lighting on an upcoming film*	• teamwork • vision setting • motivating others • decision-making • advanced communication skills • risk management	• receiving coaching in vision-setting • watch e-tutorials on inspiring others
2.	I demonstrate effective large-scale decision-making, bringing all relevant people with me along the way and managing risks in advance *eg identifying new clients to target for sales, with input from insight and data analytics teams*	• teamwork • vision setting • motivating others • decision-making • advanced communication skills • risk management	• join a senior leadership programme • read books, listen to podcasts or watch online talks on risk management
3.	I regularly delegate to others, empowering my team and trusting their judgement while providing coaching and support when required *eg asking team members to represent the project or organisation at a trade show*	• managing others • personal impact • assertiveness • having a difficult conversation • coaching skills • mediation • negotiation skills • being a critical friend • influencing and persuading	• receive coaching in personal impact and assertiveness • coaching skills for leaders training
4.	I help to resolve staff concerns where appropriate, always being approachable and discreet *eg mediating between a manager and their direct report following a potential welfare concern*	• communicating professionally • managing up • behaviour change	• join webinars about mediation • mentor or become a critical friend to others
5.	I encourage others to communicate across different teams and disciplines, and oversee a culture of constructive feedback *eg regularly peer reviewing output in team meetings and articulating any lessons learnt*	• advanced communications skills • feedback systems • consultation processes	• peer review and 360 feedback • research and set up consultation and feedback processes
6.	I am able to make difficult decisions and instigate change to enable the entire team to fulfil a shared vision for the project or organisation	• managing change • vision-setting • motivating others • behavioural economics • understanding organisational culture	• classroom learning on leading through change • cross industry shadowing during a time of change

	eg merging two teams with overlapping functions into one, to make efficiencies and release funds for developing new projects		
7.	I establish genuinely creative cultures in the projects I work on, encouraging openness and calculated risk-taking at every stage *eg setting up a reward scheme to recognise creative excellence and risk-taking*	• advanced leadership • creative theories • culture-setting • risk management • role modelling • talent management • developing others' potential • performance management	• research theories about creativity and different creativity styles • attend events and conferences sharing case studies of creative teams and cultures
8.	I carry out talent mapping and succession planning for my organisation or project, identifying and developing strong performers and instigating challenging performance management based on measurable outcomes where needed *eg fast-tracking apprentices with the most potential into paid employment, to ensure retention*	• advanced leadership • creative theories • culture-setting • risk management • role modelling • talent management • developing others' potential • performance management	• explore and/or share HR best practice for talent management • read books, listen to podcasts or watch online talks on team roles and make-up

Competency 4: personal development

The ability to manage and improve my own performance and behaviour, taking responsibility for ongoing self-awareness, recognising any skills gaps and overseeing my own career progression.

If you want to improve your professional expertise, seek out CPD activities in the recommended areas for development. These activities might be in the form of commercially-available formal training, workplace-embedded CPD or individual self-led learning, depending on your need and context.

Entry - competency 4: personal development

	Skills	Areas for development	Examples of CPD activity
1.	I take responsibility for any tasks I am given, letting others know how I am progressing *eg finishing a difficult and/or repetitive task in a volunteering or paid work context*	• building resilience • following instructions • reviewing and reflecting • communication skills	• watch how to video guides on starting work • request regular one-to-one meetings with line manager
2.	I recognise and make others aware of any problems, suggesting possible solutions *eg proposing a new course of action during a project that is losing momentum*	• creative thinking • problem-solving • managing up	• read books, listen to podcasts or watch online talks on problem-solving • face-to-face learning on basic creative thinking
3.	I regularly set myself new goals, in conjunction with my line manager or mentor *eg offering to take on new responsibilities*	• objective setting • perseverance • performance enhancement	• seek a mentor • attend a webinar on goal-setting
4.	I stretch myself to work towards my agreed goals *eg an academic achievement or award*	• objective setting • perseverance • performance enhancement	• seek close supervision by a subject-matter specialist • watch e-tutorials on perseverance in the workplace
5.	I can identify my strengths and preferences *eg recognising the contribution I made to a project, team or organisation*	• self-awareness • reviewing and reflecting • responding to feedback • emotional intelligence	• request and assess appraisal feedback • record workplace achievements
6.	I can identify areas in my role where I need to improve or gain more experience *eg requesting to have more decision-making opportunities to support developing strategic thinking skills*	• self-awareness • reviewing and reflecting • responding to feedback • emotional intelligence	• shadow someone more experienced • read books, listen to podcasts or watch online talks on emotional intelligence

Early - competency 4: personal development

	Skills	Areas for development	Examples of CPD activity
1.	I persist in tasks that I initially find challenging, learning from my mistakes and assessing the reasons for any difficulties *eg continuing to deliver short presentations, despite being uncomfortable with public speaking*	• building resilience • managing pressure • reviewing and reflecting • proactivity • working autonomously	• analyse mistakes with line manager • volunteer for opportunities outside direct job role
2.	I often think of new ways to complete familiar tasks *eg re-organising a spreadsheet to make analysing the information quicker and clearer*	• creative thinking • idea generation techniques • workshop facilitation • problem-solving	• research different styles of creative thinking

	Skills	Areas for development	Examples of CPD activity
			• face-to-face training idea generation and workshop facilitation
3.	I suggest challenging personal goals and objectives for myself, for my line manager's approval *eg asking for mentoring on a particular area of interest or strength*	• objective setting • managing up • career mapping • performance enhancement	• seek a mentor • watch e-tutorials on career mapping or creating a career path
4.	I continue to stretch myself to work towards my agreed goals *eg working towards a professional qualification or accreditation*	• objective setting • managing up • career mapping • performance enhancement	• read books, listen to podcast or watch online talks on career motivation and performance enhancement • seek close supervision by a subject-matter specialist online tips for recognising your own personality traits and preferences
5.	I am aware of my natural inclinations and typical responses to various work situations *eg explaining how my personality type impacts on how I deal with situations of potential conflict at work*	• self-awareness • reviewing and reflecting • responding to feedback	• analyse and draw lessons from successful projects or productions
6.	I continue to identify areas in my role where I need to improve or gain more experience *eg requesting to have more budget responsibilities due to lacking in financial awareness*	• identifying personality traits and preferences • emotional intelligence	• shadow someone more experienced • request and assess feedback from line managers and peers

Experienced - competency 4: personal development

	Skills	Areas for development	Examples of CPD activity
1.	I deal positively with any disappointment, rejection or mistakes, evaluating what causes them and making plans to respond differently going forward *eg learning from challenges with managing the wellbeing of my team in my last project to approach planning a team structure and schedule differently on my next project*	• building resilience • managing pressure • reviewing and reflecting • problem-solving • supporting wellbeing • emotional intelligence	• resilience at work e-learning modules • research case studies of projects or productions that experienced setbacks
2.	I regularly initiate new projects or pitch new ideas to my team and manager *eg starting a buddy programme to encourage understanding and build relationships across different disciplines*	• creative thinking • strategic analysis • idea generation • opportunity mapping • confidence building	• attend webinars on confidence-building • receive coaching on spotting and pursuing new opportunities • contribute to feedback and consultation
3.	I create, implement and regularly review my own personal development plan *eg drawing up a reading list to develop my strategic thinking skills*	• objective-setting • reviewing and reflecting • career mapping	• seek supervision for creating a personal development plan • request and assess feedback from line managers and peers
4.	I can effectively assess my own strengths and weaknesses and identify my skills gaps	• self-awareness • reviewing and reflecting	• face-to-face training in self-evaluation

	Skills	Areas for development	Examples of CPD activity
	eg self-referring for leadership training	• psychometric testing • proactivity	• seek out a critical friend • take a secondment in a different area
5.	I proactively seek new experiences *eg initiating a secondment to a different discipline or part of the organisation*	• self-awareness • reviewing and reflecting • psychometric testing • proactivity	• research online tips on self-reflection
6.	I actively develop my profile in the wider industry and build my personal contacts *eg attending BAFTA networking events*	• profile-building • industry impact • networking skills • communication skills • confidence-building	• attend events put on by a recognised professional body • networking skills training

Expert - competency 4: personal development

	Skills	Areas for development	Examples of CPD activity
1.	I take the lead effectively in challenging situations such as crisis management *eg overseeing the following of protocols during a data protection breach, to minimise negative impact*	• building resilience • crisis management • complex project management • reviewing and reflecting • leadership skills	• face-to-face learning on leading in crisis training • analyse critical incidents and establish lessons learnt
2.	I regularly think of new ways to develop my project or organisation, making fresh connections, having innovative ideas and thinking laterally *eg developing new partnerships with organisations or people who share similar values or objectives*	• creative thinking • strategic analysis • innovation techniques • problem-solving • forward planning	• lead an action learning set on new ways of working • read books, listen to podcasts or watch online talks on innovation and boundary-pushing
3.	I still create, implement and regularly review my own personal development plan *eg identify organisations, people or project types to work with to broaden my experience*	• objective-setting • reviewing and reflecting • career mapping	• analyse 360 feedback and peer review outputs • carry out a regular personal skills and competencies audit
4.	I continue to identify skills gaps and proactively seek new experiences *eg initiating a job swap with someone in my field working in a different market or territory*	• self-awareness • emotional intelligence • reviewing and reflecting • proactivity	• emotional intelligence profiling • visits to organisations/ individuals in complementary roles or fields
5.	I look for opportunities to develop my potential even further and achieve my ambitions *eg seeking out a professional coach*	• personal vision-setting	• seek out a critical friend • lead on policy development in my organisation or for the industry as a whole
6.	I am a role model for others, sharing my knowledge and inspiring respect by my behaviours to benefit individuals, my project or organisation, and the wider industry *eg featuring in an industry publication, sharing experiences on particular project*	• profile-building • industry impact • role modelling • sharing knowledge • motivating others • presentation skills • training and teaching skills	• receive coaching in public speaking • write articles for respected industry publications • speak at industry conferences • deliver masterclasses and workshops