

Phase 2

Production Management Training Program

Objective: To train Connecticut residents in the basic responsibilities and functions of the Unit Production Manager.

Program Synopsis: The first week will involve an overview of the production, what happens before the hire of the UPM and what happens during pre-production, with time spent on the basics of how it works. Cast and crew deals are defined and prep and shooting crew functions explained.

In the second week, production and post-production will be discussed. Budgeting will be explained, with practical exercises in budgeting.

The following lesson plan defines specific subjects to be covered in the training program and is required as a basis for instruction for each component. Within the described daily and weekly framework of the program, the grantee and/or hired instructor are encouraged to supplement the curriculum as they see fit.

Because all feature film positions and departments are not currently included in the training program, the use of guest speakers is encouraged as an enhancement to the lesson plan. Recommended guest speakers for the Production Management Training Program include directors, first assistant directors, production designers, costume designers and accountants.

Required Text: Film Production Management, Third Edition, by Bastian Cleve, Focal Press, 2006.

Week One, Day One

9:00 – 10:25am: The Job Category and The Title

- Unit Production Manager (UPM)
 - Director's Guild of America (DGA)
 - Membership requirements
 - DGA job category definition
 - The UPM career path
 - PA Days
 - The AD Path
 - Location Manager Path (NY only)
 - DGA Trainee Program
 - "Grandfathering"
- Production Manager (PM)
 - Non-union, low budget job category definition

10:25 – 10:35am: Break

Development -

- What happens before you are hired?
 - Project inspiration
 - Acquiring rights
 - The screenplay
 - The screenwriter

12:00 – 1:00 pm: Lunch

1:00 – 5:00pm: Financing & packaging

- Product Placement
- “Franchise Players - Crew”
 - Director
 - First Assistant Director
 - Director of Photography (DP)
 - Production Designer
 - Costume Designer
 - Casting Director
 - Editor
- “Franchise Players – Cast”
 - Stars & principals
 - Agents
- Preliminary Budget
- Preliminary Breakdown
- Completion Bonds
- Studio Agreements
- Legal Department
- The “Green Light”

Homework: Assigned readings in Film Production Management

Week One, Day Two

9:00 – 10:25am: The Hiring Hierarchy

- Who you work for
 - Producers
 - Studio Executives
 - Line Producers
 - Confidentiality
- Who hires whom?
 - Studio hires
 - Producer hires
 - Director hires
 - UPM hires

10:25 – 10:35am: Break

Preparing for Production

- Revising the Budget

- Role of the UPM
- Script Breakdown
 - Role of the UPM
- Shooting Schedule
 - Role of the UPM
 - Scheduling Software
 - Script Breakdown
 - Continuity
 - “Eighths”

12:00 – 1:00 pm: Lunch

1:00 – 5:00pm: Scheduling Parameters

- Geography
- Studio vs. Location
- Cast Availability
 - Holds
 - Drops & Pickup
- Night vs. Day
- Interior vs. Exterior
- Sequence
- Children
- Climate
- Special Effects
- Stunts
- Second Camera
- Second Unit
- Dolly Track
- Cranes
- Special Equipment
- Paperwork
 - Shooting Schedule
 - Production (Strip) Board
 - One-Liner
 - Day out of Days
 - Location Contact List
 - Specialized Schedules
 - Script Revisions
 - Colors

Homework: Assigned readings in Film Production Management

Week One, Day Three

9:00 – 10:25am: Locations

- The Locations Process
 - Director’s input
 - Production Designer’s input
 - The Location Manager

- Pre-Production
- Production
- Wrap
- Location Scouting
- Assistant Location Manager(s)
- Location Scout(s)
- Film Commissions
- Production Services
- Accommodations
- Police & Security
- Heating & AC

10:25 – 10:35am: Break

- Paperwork
 - Location Agreements
 - Certificates of Insurance
 - Permits
 - Maps & Directions
 - Set Services List
 - Emergency Info

12:00 – 1:00 pm: Lunch

1:00 – 5:00pm: The Casting Department

- The Casting Process
 - Union (Teamsters) vs. Non-Union
 - Hiring procedures
 - The Casting Director
 - Local Casting Director
 - Extras Casting
 - How to run a Casting Session
 - Screen tests
 - Rehearsals
 - Screen Actor's Guild (SAG)
 - SAG Contracts

Production Office

- Where the action is
 - Union (IATSE) vs. non-union
 - Hiring procedures
 - Production supervisor
 - Production office coordinator (POC)
 - Pre-Production
 - Production
 - Wrap
 - Assistant production office coordinator (APOC)
 - Pre-Production
 - Production
 - Wrap
 - Production secretary

- Assistant to producer
- Assistant to director
- Production assistants

Homework: Assigned readings in Film Production Management

Week One, Day Four

9:00 – 10:25am: Accounting Department

- Where the money is
 - Union (IATSE) vs. non-union
 - Hiring procedures
 - Accountant
 - Pre-Production
 - Production
 - Wrap
 - 1st assistant accountant
 - Pre-Production
 - Production
 - Wrap
 - 2nd assistant accountant
 - Payroll clerk
 - Accounting PA

10:25 – 10:35am: Break

- Paperwork
 - Purchase Orders
 - Expense Reports
 - Petty Cash
 - Deal Memos
 - Time Cards
 - Kit Rentals
 - Paychecks
 - Cost Reports

12:00 – 1:00 pm: Lunch

1:00 – 5:00pm: The Director's Team

- Assistant Directors
 - Union (DGA) vs. Non-Union
 - Hiring Procedures
 - First Assistant Director
 - Pre-Production
 - Production
 - Wrap
 - Second Assistant Director
 - Pre-Production
 - Production

- Wrap
 - Second Second Assistant Directors
 - Additional Second Assistant Directors
 - DGA Trainees
 - Production Assistants
- The Director's Assistant

Homework: Assigned readings in Film Production Management

Week One, Day Five

9:00 – 10:25am: Pre-Production Crew

- The Pre-Production Process
 - Concept Meetings
 - Storyboards
 - Location Surveys
- Art Department
 - Union (IATSE) vs. non-union
 - Hiring procedures and deal memos
 - Production Designer
 - Pre-Production
 - Production
 - Wrap

10:25 – 10:35am: Break

- Art Director
- Assistant Art Directors
- Art Department Coordinator
- Art Department & Locations Department
- Art Department & Production Office

12:00 – 1:00 pm: Lunch

1:00 – 5:00pm: Construction Department

- Construction Coordinator
 - Pre-Production
 - Production
 - Wrap
- Key Carpenter
- Tool Foreman
- Shop Electrician
- Scenic (Paint) Department
 - Charge Scenic (Paint Foreman)
 - Pre-Production
 - Production
 - Wrap

- Set Decorating Department
 - Set Decorator
 - Pre-Production
 - Production
 - Wrap
 - Buyer(s)
- Set Dressing Department
 - Lead Person
 - Pre-Production
 - Production
 - Wrap
- Costume Department
 - Costume Designer
 - Pre-Production
 - Production
 - Wrap
 - Assistant Costume Designer
- Wardrobe Department
 - Wardrobe Supervisor
 - Pre-Production
 - Production
 - Wrap
 - Assistant Wardrobe Supervisor
 - Seamstress
 - Fittings
- Rigging Grip Department
 - Key Rigging Grip
 - Pre-Production
 - Production
 - Wrap
- Rigging Electric Department
 - Rigging Gaffer
 - Pre-Production
 - Production
 - Wrap
- Transportation Department
 - Union (Teamsters) vs. Non-union
 - Hiring procedures
 - Transportation Coordinator
 - Captain & Co-Captain
 - Dispatcher
 - Special Equipment
 - Driver
 - Production Vehicles
 - Picture Vehicles
 - Maintenance
 - Teamster Styles

Homework: Assigned readings in Film Production Management

Week Two, Day One

9:00 – 10:25am: Shooting Crew

- Standard Crew
 - Union (IATSE) vs. non-union
 - Hiring procedures
 - Script Supervisor
 - Pre-Production
 - Production
 - Wrap
 - Camera Department
 - Operator
 - First Assistant Camera
 - Second Assistant Camera
 - Loader
 - Still Photographer

10:25 – 10:35am: Break

- Sound Department
 - Mixer
 - Boom
 - Cable
- Grip Department
 - Key Grip
 - Grip Best Boy
 - Dolly Grip
 - Crane Operator
 - Company Grips

12:00 – 1:00 pm: Lunch

1:00 – 5:00pm:

- Electric Department
 - Gaffer Key Lighting Technician)
 - Electric Best Boy
 - Generator Operator
 - Set Electricians
- Property Department
 - Property Master
 - Assistant Property Master
 - Additional Property Persons
- Wardrobe Department
 - Set Costumers
 - Wardrobe PA
- Hair & Makeup Department
 - Key Hair Stylist
 - Key Makeup Artist
 - Additional Crew
- On-Set Dresser
- Standby Scenic

- Standby Carpenter
- Teacher/Nurse
- Set Medic (First Aid)

Specialized Crew

- Stunts
 - Stunt Coordinator
 - Pre-Production
 - Production
 - Wrap
- Special Effects Department
 - Special Effects Coordinator
 - Pre-Production
 - Production
 - Wrap
 - Special Effects Technicians
- Visual Effects Department
 - Visual Effects Coordinator
 - Pre-Production
 - Production
 - Wrap
- Choreographer
- Greens
- Animal Handlers
- Publicist
- Security

Homework: Assigned readings in Film Production Management

Week Two, Day Two

9:00 – 10:25am: The Tech Scout

- Attendance list
- Location Manager Nightmares
- Process & Schedule
- Decorum & Politics
- Equipment List
- Transportation
- Lunch

The Production Meeting

- Attendance list
- Production Coordinator Nightmares
- The role of the First AD
- Taking careful notes

10:25 – 10:35am: Break

The Production Process (Principal Photography)

- Blocking
- Lighting
- Rehearsals
- Shooting
- AWACS=Twice the time
 - Aerials
 - Water
 - Animals
 - Children
 - Sex

12:00 – 1:00 pm: Lunch

1:00 – 5:00pm: Set Operations

- A Typical Day
 - On-Set Decorum
 - Sight Lines
 - Walkie-Talkie Etiquette
 - Call Sheets
 - Production Reports

The Actors On-Set

- The Second AD
- Dealing with egos
 - Dressing Room
 - The Honeywagon
- “The Wrecking Crew”
- Wardrobe
- Stars & Principals
- Supporting Players
 - Weekly vs. Daily
- Stunt Performers
- Stand-ins
- Silent Bits & Special Ability
- Extras
 - Union (SAG)
 - Non-union

Homework: Assigned readings in Film Production Management

Week Two, Day Three

9:00 – 10:25am: Budgeting

- An Ongoing Process
- Basic Definitions
 - Above-the-line

- Below-the-line
- Post-Production
- Budgeting software packages
- Studio formats

10:25 – 10:35am: Break

- Sample spreadsheet
- Preliminary Budget
- Revisions
- Locking in
- Budget Forms

Budgeting Line by Line

- Budgeting Software
- The TopSheet
- Summary by Departments

12:00 – 1:00 pm: Lunch

1:00 – 5:00pm: Local vs Distant

- The Zone
- Travel Time
- Hotel
- Per Diems
- Overtime
- Turnaround

Equipment

- Camera Package
- Sound Package
- Electric Package
- Grip Package
- Location vs, Stage
- Transportation
- Fuel Costs

Budget Departments

- Story, Rights & Continuity
- Producer's Unit
- Director
- Cast
- Production Staff
- Set Design
- Extras
- Property
- Set Dressing
- Wardrobe
- MakeUp & Hair
- Electric (Lighting)
- Set Operations (Grip)
- Camera

- Sound
- Transportation
- Locations
- Production Film & Lab
- Film Editing
- Post Production Sound
- Titles
- Publicity

The Contingency

- Padding
- Protection
- Percentages

Fringes

- Taxes
- Payroll Fees
- Pension, Health, & Welfare

Budget Disbursement

- Staying ahead
- Dealing with the Studio
- Cash Flow

Homework: Assigned readings in Film Production Management

Week Two, Day Four

9:00am – 5:00pm Day Long Budgeting Exercise

Using overhead projector displaying Movie Magic budgeting software, the instructor will guide trainees through the creation of a complete budget. Using a script breakdown, shooting schedule, day out of days, the methodology of assigning numbers to various personnel, set operations, and equipment will be explored

10:25 – 10:35am: Break

12:00 – 1:00 pm: Lunch

Week Two, Day Five

9:00 – 10:25am: The Post-Production Process

- During the shoot
 - Editor
 - Assistant Editor
 - Apprentice Editor

- Working with the laboratory
- Dailies

10:25 – 10:35am: Break

- After the shoot
 - Post Production Supervisor
 - Music Supervisor
 - Music Editor
 - Sound Designer
 - Sound Editor
 - Effects Editor
 - Looping
 - Visual Effects Editor

12:00 – 1:00 pm: Lunch

1:00 – 5:00pm: Contracts & Agreements

- Union Contracts
- Crew Deal Memos
- Actors Deal Memos
- Extras & Minors
- Personal Release
- Location Agreements
- Independent Contractors
- Immigration Permits

Insurance

- Preproduction Cast
- Worker's Compensation
- Liability
- Director Insurance
- Cast Insurance
- Production Package
- Props, Sets, & Wardrobe
- Negative, Film, & Tape
- Stock, Camera, Processing
- Office & Personal Property
- Miscellaneous Equipment
- Excess Liability
- Aircraft Liability
- Animal Mortality
- Travel Insurance
- Hazard Insurance