



National Occupational Standards

Book and Journal Publishing National Occupational Standards

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PUB1 Understand your publishing organisation and its market

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about understanding the context in which your organisation works. It will require you to know about your consumers, your organisation, your competitors, the legal framework and the market you operate in. It also requires you to understand the complex nature of the publishing industry. It involves proactively seeking out the information and developing mechanisms to keep up to date with the changes and challenges which the industry goes through.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 those involved in the publishing industry, including freelancers 2 non-publishing staff, to enable them to understand the context of the organisation they are working in 3 new and potential entrants, to enable them to understand the breadth and depth of the sector, and what is involved in publishing 	<p>What you need to know</p> <p>K1 Your own organisation's brand and market position</p> <p>K2 Your organisation's capabilities, culture, ways of working and publishing portfolio</p> <p>K3 The different products and publishing services offered by your organisation, and their key features and benefits, including accessibility for readers with print impairments</p> <p>K4 The reasons for failure of unsuccessful publishing ventures</p> <p>K5 The different business functions in your organisation, the responsibilities of the people within them, and what aspects of your work you need to liaise with them about</p> <p>K6 The key motivations and priorities of others in your organisation</p> <p>K7 The effect of new products and publishing contracts on others in the organisation</p> <p>K8 The differing demands of the digital and print markets and how they integrate with one another</p> <p>K9 The products offered by your organisation and how they can be developed</p> <p>K10 Digital publishing development processes and capabilities, including opportunities to publish accessibly</p> <p>K11 Services offered by your organisation, and how they can be adapted to the needs of publishing partners, clients and consumers</p> <p>K12 The stages of interaction and the interdependencies between the different publishing functions</p> <p>K13 How these stages of work interact and are interdependent</p> <p>K14 Who your competitors are, who their major clients are, and how their activities are changing</p> <p>K15 Key information about the sector, geographical area or market you operate in, and the requirements of typical clients in your target market</p> <p>K16 The dynamics of the market you operate in, and current and future trends in your industry</p>	<p>What you must be able to do</p> <p>P1 Monitor and understand the market and your competitors, and keep abreast of new opportunities</p> <p>P2 Identify the information you need to carry out your job effectively</p> <p>P3 Maintain relevant, accessible internal or external information that meets data protection regulations</p> <p>P4 Identify ways to keep up to date with changes in your organisation's, your competitors' and your clients' products, services and processes</p> <p>P5 Identify the effect of new and future innovation and developments on your organisation and publishing partners</p> <p>P6 Extract key facts from formal and informal sources of information, and analyse it for its usefulness to you</p> <p>P7 Store information so you can easily access it when you need it</p> <p>P8 Keep up to date with the laws, regulations and guidelines that govern publishing</p>

	<p>K17 Relevant information regarding the potential impact of publishing in partnership with your organisation</p> <p>K18 Where to find out additional information you require</p> <p>K19 How to use your organisation's content management system</p> <p>K20 The legal framework in which you are operating</p> <p>K21 Reliable sources of information on copyright, publishing standards and codes of practice</p>	
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PUB2 Work effectively with colleagues, publishing partners and suppliers

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about working effectively with other people in your team, other departments and supplier organisations, to realise your goals and objectives. It includes working relationships, effective team working, and communication skills. It could apply to internal colleagues, suppliers, authors, agents, contributors, or others such as external editors.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 ongoing liaison and buy-in between production, editorial, designers, authors, freelancers, and marketing and sales departments 2 collecting or providing costs and projections for commissioning 3 estimating costs for slicing and dicing content 4 identifying the need for online products 5 the contribution of data for metadata and bibliographies 6 specifying accessibility requirements or user testing 7 digital asset management 	<p>What you need to know</p> <p>K1 The different business functions in your organisation, and their roles and responsibilities in achieving the organisation's overall aims</p> <p>K2 Relevant people in your own department, other departments, supplier organisations or publishing partners, and their work roles and responsibilities</p> <p>K3 Your own, the supplier organisations' and publishing partners' planning and decision-making processes</p> <p>K4 The importance of considering, in your organisation's thinking and planning, the needs of publishing partners, authors, customers and end-users, including those who will be accessing your publications through access technology</p> <p>K5 The reasons for which there may be conflicts and misunderstandings between publishing partners, authors and customers</p> <p>K6 Your function's role in integrating the activities of an organisation towards achieving stakeholder satisfaction</p> <p>K7 The effect that over-promising to customers and publishing partners can have on internal relationships</p> <p>K8 Ways of consulting with colleagues, publishing partners and suppliers on key decisions and activities</p> <p>K9 How to communicate effectively with colleagues and suppliers in a variety of situations, different locations and countries</p> <p>K10 Why it is important to recognise and respect the roles, responsibilities, needs, motivations, interests and concerns of colleagues, publishing partners and suppliers</p> <p>K11 How to identify and supply the information needed by colleagues and suppliers</p> <p>K12 What information it is appropriate and inappropriate to provide to colleagues and suppliers, and which factors must be considered the factors that need to be taken into consideration</p>	<p>What you must be able to do</p> <p>P1 Create a sense of common purpose and mutual support in your dealings with others</p> <p>P2 Make decisions related to your work, considering how they will impact on others inside and outside the organisation</p> <p>P3 Show sensitivity to internal and external politics, and recognise and respect the roles, responsibilities and priorities of other people</p> <p>P4 Identify the people in your own department, other departments or external organisations, who will be affected by decisions and activities in your work</p> <p>P5 Present information, your requirements and your concerns at the appropriate time and in ways that promote understanding</p> <p>P6 Take account of others' views and concerns, including their priorities, expectations and attitudes</p> <p>P7 Identify and sort out conflicts of interest and disagreements with others, in ways that minimise damage to work activities, the people involved and the organisation</p> <p>P8 Keep promises, honour commitments and fulfil agreements made with suppliers, publishing partners and colleagues related to the timescale and quality required</p> <p>P9 Inform suppliers and colleagues promptly of any difficulties with carrying out agreed actions or meeting commitments, and agree alternative action with them</p> <p>P10 Monitor and review the effectiveness of working relationships with others, seeking and providing feedback, in order to identify areas for improvement</p>

	K13 The affect that withholding key information can have on colleagues, publishing partners and suppliers, and on the quality of their work	
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PUB3 Build productive relationships with external contacts

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about building productive, enduring relationships with external contacts to increase the chance of them working with your organisation again. Relationships may be short- or long-term, face-to-face, or remote; and with current, potential or lapsed clients.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 bookshops 2 distributors 3 agents 4 authors 5 societies 6 printers 7 typesetters 8 librarians 9 freelancers 10 digital agencies 11 multimedia producers 12 software developers 13 standards organisations promoting accessible publishing 14 disability organisations 15 specialist format publishers 16 other publishing partners 	<p>What you need to know</p> <p>K1 How external contacts want to develop their business</p> <p>K2 Your organisation's publishing strategy, plans, targets, objectives, and areas of activity and interest</p> <p>K3 The time and effort it may take before relationships become productive</p> <p>K4 Your organisation's criteria and processes for developing bookshop, distributor, agent, author or society relationships</p> <p>K5 The impact on relationships of over-promising or acting solely for the short term</p> <p>K6 The contribution that relationships make to the achievement of your organisation's strategic aims</p> <p>K7 The role of other areas of your organisation in managing relationships</p> <p>K8 The benefits and disadvantages of differing communication methods and their effects on relationships</p> <p>K9 How to assess the risk and potential benefits of relationships</p> <p>K10 How to establish the level of resources required to manage relationships effectively</p> <p>K11 How to identify when a contractual relationship would be of benefit</p> <p>K12 Ways to identify and grasp opportunities when maintaining relationships</p>	<p>What you must be able to do</p> <p>P1 Manage external contacts' expectations of your relationship with them</p> <p>P2 Balance your input to relationships with your organisation's resources, requirements and practices</p> <p>P3 Behave ethically in your dealings with external contacts</p> <p>P4 Develop relationships that demonstrate trust, commitment and co-operation</p> <p>P5 Build rapport and communicate in a professional, timely, patient and appropriate manner</p> <p>P6 Keep records of expectations, conversations and agreed actions</p> <p>P7 Deliver what you have promised within the timescale agreed</p> <p>P8 Monitor and evaluate the effectiveness of the relationship on a regular basis</p> <p>P9 Use feedback from external contacts to ensure that the quality and consistency of service is maintained</p> <p>P10 Deal proactively with external contacts' complaints or problems</p> <p>P11 Provide feedback to others, both inside and outside the organisation, on aspects of relationships that may be relevant to them</p> <p>P12 Identify opportunities to develop new or existing relationships that will benefit your organisation</p>

PUB4 Manage outsourced services and external people

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about managing outsourced services supplied by organisations or individuals that are external to your organisation. It includes clearly communicating what you need, and agreeing a timescale and terms for delivery. It also includes ensuring that their work has been completed to your specification or expectation, dealing with failures to meet those expectations, and negotiating to improve future work.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 freelancers 2 subcontracting organisations 3 authors 4 suppliers in other countries 	<p>What you need to know</p> <p>K1 The organisational protocols and procedures for outsourcing work</p> <p>K2 What the agreed terms and conditions for each contract or agreement are</p> <p>K3 How contracts are structured and how payments will be made</p> <p>K4 What the standards of performance in service or supply are</p> <p>K5 How to run a tendering process</p> <p>K6 How estimates and tenders can be broken down to enable comparison</p> <p>K7 How to assess whether performance meets your requirements</p> <p>K8 How to identify causes of failure to meet required performance, and how to make sure that they are not repeated</p> <p>K9 How to resolve failure to meet requirements</p> <p>K10 How to get advice about seeking redress for unsatisfactory performance, including taking legal action</p> <p>K11 The systems for recording variations in performance, and agreed corrective actions</p> <p>K12 The legal requirements relating to working with external organisations and people</p> <p>K13 Industry standards relating to working with external organisations and people</p> <p>K14 Your responsibilities relating to tax</p> <p>K15 The importance of liability insurance and when it is applicable</p> <p>K16 Appropriate communication methods</p> <p>K17 What international and cultural differences need to be taken into account when working internationally or with people from other cultures</p> <p>K18 Corporate Social Responsibility and how this might impact on practice when working with organisations and individuals internationally</p>	<p>What you must be able to do</p> <p>P1 Make sure that your decisions to use external people or organisations can be justified, and that they follow organisational protocols</p> <p>P2 Ensure that there are sufficient funds to pay for any work</p> <p>P3 Formalise your expectations using contracts or agreements</p> <p>P4 Select the most appropriate external people or organisations to meet requirements</p> <p>P5 Make sure that current and future services or supplies will meet your requirements</p> <p>P6 Make sure that both you and the external people or organisations understand what will be delivered by them, and on what terms</p> <p>P7 Make sure that there are appropriate ways to communicate between your organisation and external people or organisations</p> <p>P8 Confirm with the external people or organisations how you will check that their performance meets requirements</p> <p>P9 Identify and record the reasons for any failures to meet requirements</p> <p>P10 Arrange for payment to be made promptly in line with agreed timescales and performance, and record the reasons for any payment that differs from the original agreement</p> <p>P11 Resolve any failures, record how they have been resolved, and inform external organisations and people</p> <p>P12 Seek legal advice where necessary</p> <p>P13 Make sure that requests to vary terms are reasonable, justified by the facts, and recorded</p> <p>P14 Agree any alterations with the external organisations and people, and inform them of the implications</p> <p>P15 Keep relevant people informed about requirements, the details of the agreement, any failures to meet requirements, and any changes to arrangements</p>

PUB5 Support external editors

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about supporting external editors by providing them with information and support, troubleshooting and suggesting alternatives to ensure that publishing products are developed in line with objectives.</p> <p>This could be used in the following contexts:</p> <ol style="list-style-type: none"> 1 supporting journal editors 2 supporting editors of a series of books 	<p>What you need to know</p> <p>K1 How to monitor progress to ensure that content delivery will comply with schedule</p> <p>K2 Organisational processes for evaluating and reviewing submissions</p> <p>K3 Sources of advice on rights and copyright</p> <p>K4 Service providers of abstract and indexing services within the relevant subject area</p> <p>K5 How to identify potential authors and contributors</p> <p>K6 The production plan for publishing products</p> <p>K7 Cultural, political, social and market differences that may affect uptake of publishing products in new markets</p> <p>K8 Sources of information on usage, take-up and new market opportunities for publishing products</p> <p>K9 How to present information effectively</p> <p>K10 Effective ways to review performance</p> <p>K11 The responsibilities of those involved in the review and direction of publishing products, and the hierarchy into which they fit</p> <p>K12 How to identify suitable opportunities for keeping abreast of subject area changes and for networking</p> <p>K13 The limits of your knowledge and contacts in the specialist area of the publication</p>	<p>What you must be able to do</p> <p>P1 Agree, between yourself and editors, expectations of each other's roles, responsibilities, working methods and communication channels</p> <p>P2 Make sure that editors understand and are committed to work within organisational constraints, production processes and schedules</p> <p>P3 Maintain regular contact with editors to pre-empt and address problems before and as they arise</p> <p>P4 Give support to editors on organisational processes to ensure quality publishing products</p> <p>P5 Give advice on rights and copyright, referring to others when this is outside your area of expertise</p> <p>P6 Source and recommend contributors and specialist services within the subject area of the publishing product</p> <p>P7 Liaise with editors at appropriate times to discuss and agree overall direction of publishing products</p> <p>P8 Use publishing and sector contacts and knowledge to suggest ways to reach new markets</p> <p>P9 Ensure that systems to review editors' performance are maintained</p> <p>P10 Collect and collate information to report on the effectiveness of publishing products</p> <p>P11 Encourage editors to attend conferences to maintain contacts and develop knowledge</p> <p>P12 Maintain your own knowledge of the subject area of the publishing product</p>

PUB6 Develop and maintain a plan for publishing

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about creating an achievable plan for future publishing, fulfilling that plan, and building an identity for the area of publishing for which you are responsible. It includes developing strategy and priorities accordingly.</p>	<p>What you need to know</p> <p>K1 The significance of developing a publishing strategy</p> <p>K2 Your organisation's aims, priorities, resources and systems for approving new publications</p> <p>K3 Your organisation's brand values and how they can be communicated through publication</p> <p>K4 How to obtain and interpret qualitative and quantitative market information about your own and other organisations' publications</p> <p>K5 What influences the markets' purchasing power and purchasing decisions</p> <p>K6 The size, needs, tastes and buying/usage patterns of your markets</p> <p>K7 What influences and stimulates audience interest in publishing products</p> <p>K8 The ongoing requirements of different markets and audiences</p> <p>K9 Sources of information and advice about general and specific changing needs of your markets, market trends, and areas of growth and decline</p> <p>K10 The channels of supply from your organisation to the end-user, how they work, and their effects on pricing</p> <p>K11 The resources, people, costs and time needed for all aspects of creative work, and production and acquisition of material</p> <p>K12 How to forecast profit margins</p> <p>K13 How to forecast sales, and monitor and assess the success and usage of publications</p> <p>K14 Who your competitors are, and what their markets are</p> <p>K15 What other factors might limit or offer opportunities to your publishing (e.g. markets factors such as foreign rights requirements, or technological developments)</p> <p>K16 The current guidelines, directives, legislation and best practice affecting publishing, including accessibility issues</p> <p>K17 How to feed back information that might be useful to the</p>	<p>What you must be able to do</p> <p>P1 Make and maintain contact with sources of advice and publishing ideas</p> <p>P2 Base your publishing plan on reliable information about market trends, user needs and technological advancements</p> <p>P3 Make sure that your plan is in line with your organisation's aims, priorities, resources and publishing identify</p> <p>P4 Identify and involve all relevant departments and individuals in the development and implementation of your plan</p> <p>P5 Interpret your brief with imagination and innovation</p> <p>P6 Agree targets such as the number of titles, formats and planned profits</p> <p>P7 Agree budgets and resources required for achieving these targets with relevant people</p> <p>P8 Identify the time needed for the creation, production and publication of each item on the publishing plan</p> <p>P9 Develop an outline schedule of forward publishing in line with your targets and budget</p> <p>P10 Define and work within any limitations and ongoing requirements for publishing</p> <p>P11 Identify the optimum date for publication of each project to be included in your plan</p> <p>P12 Make sure that there are no conflicts between schedules for individual projects</p> <p>P13 Identify and resolve issues affecting effective communication between departments where those issues have an impact on the publishing plan</p> <p>P14 Identify problems in time to take remedial action to avoid scheduled publication dates being missed</p> <p>P15 Inform people of adjustments to the publishing plan that will affect them</p> <p>P16 Monitor overall progress of each individual project and your overall publishing plan</p>

	development of your organisation's overall strategy	P17 Regularly review and refine the publishing plan against your organisation's aims, priorities and resources, and shifting market conditions, needs and priorities, so as to ensure that it continues to meet organisational and market needs
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PUB7 Develop a digital strategy

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about researching, identifying and evaluating new technologies (both software and hardware) that impact on digital products and services and their applicability to your organisation's publishing products. This could include the development of platforms, specialist one-off products or scalable applications.</p>	<p>What you need to know</p> <ul style="list-style-type: none"> P1 Identify new devices, platforms and advances in digital capability that may be relevant to your organisation's digital products, services and audience P2 Map digital publishing opportunities to the technological landscape P3 Define target and secondary audiences and their interests, requirements and technical capabilities (including their access to particular devices and platforms) P4 Recognise practical, technical, technological and financial limitations relating to the development of digital products or services P5 Identify relevant platforms on which content will be accessed to suit technological and user needs P6 Set parameters to define the scope for successful digital products or services P7 Identify opportunities and methods for updating, spin-offs and add-ons P8 Pass on information about technological developments and opportunities in ways that can be understood by colleagues and the market P9 Evaluate the success of current digital products and services, and use this evaluation to shape future digital strategy 	<p>What you must be able to do</p> <ul style="list-style-type: none"> K1 The nature of different digital products and services, how they are accessed, and the audiences they are aimed at K2 Your organisation's image and priorities, and how digital products or services will assist in delivering organisational objectives K3 How to format, structure and describe data so as to provide meaning that meets the needs of your intended audience K4 Digital publishing development processes and capabilities K5 How to determine, clarify and express the intended outcomes of digital products or services K6 Methods for gathering information necessary for scoping digital products or services K7 How the capabilities of the audience affect functionality and usability K8 The capabilities and limitations of software and hardware that will be used for developing, transmitting, maintaining and storing digital products or services K9 How to judge the resource and cost implications of development of digital products and services for your organisation K10 Relevant guidelines, directives and legislation, including guidance on accessibility and usability, and other best practice, professional and non-statutory standards K11 The editorial, production, design and marketing implications of implementing a digital strategy K12 Similar competing digital products or services K13 The benefits of reusability and scalability over one-off projects

PUB8 Evaluate and review submissions

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about the evaluation of submissions. The submission could be any type of content, including articles, manuscripts, illustrations or photographs.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 operating a peer review process by a journal editor 2 evaluating agent and author submissions by a publishing organisation 	<p>What you need to know</p> <p>K1 The aims, objectives and priorities of the publishing strategy of the organisation or journal</p> <p>K2 The reputation and previous work of the author or contributor</p> <p>K3 The varying types of review systems and their benefits and limitations</p> <p>K4 The process by which submissions are acknowledged and reviewed, and the author or agent responded to; how it is managed; and who needs to be involved</p> <p>K5 Appropriate manuscript management systems and how they can be tailored</p> <p>K6 The different processes for dealing with speculative or commissioned submissions</p> <p>K7 The timeframe and associated budget within which evaluation or reviews need to take place</p> <p>K8 The implications of slippage, and when and with whom to discuss schedule problems</p> <p>K9 Sources of reviewers, including yourself, and their areas of expertise</p> <p>K10 How to present information in guidelines on timelines, nature and presentation of comments, preferred house style, communication channels, expectations regarding copyright and the protection of Intellectual Property, and any associated administration</p> <p>K11 How to check the authenticity of submissions, their providence, and their validity and currency</p> <p>K12 The benefits and limitations of anti-plagiarism software</p> <p>K13 The limits of your responsibility for ensuring that content conforms to legal requirements, and what those legal requirements are</p> <p>K14 The potential motivations and bias of reviewers that may affect the fairness of a review, including potential conflicts of interests and anti-competitive behaviour</p> <p>K15 How to communicate effectively and sensitively with others</p>	<p>What you must be able to do</p> <p>P1 Conduct an initial evaluation of submissions against organisational aims, objectives, priorities and likely quality</p> <p>P2 Check that submissions are original and that the authors are authentic and authoritative</p> <p>P3 Use evaluation and review processes that reflect and maintain the ethics of the journal or publishing organisation</p> <p>P4 Manage the expectations of authors, agents or contributors concerning the nature and outputs of evaluation and review processes</p> <p>P5 Source appropriate people to conduct thorough reviews of submissions</p> <p>P6 Develop guidelines for reviewers or referees which ensure that reviews will be of sufficient quality and presented in the right format and at the right time</p> <p>P7 Distribute the article(s) and guidelines to the appropriate experts or allowing them an appropriate length of time to carry out the review</p> <p>P8 Identify and resolve potential and actual conflicts of interest and anti-competitive behaviour</p> <p>P9 Monitor progress, and feed back to others when progress is likely to affect them</p> <p>P10 Compile feedback and comments in ways that can be understood by recipients</p> <p>P11 Accept or decline submissions with a supporting rationale</p> <p>P12 Evaluate whether review processes have provided quality-assured outputs</p> <p>P13 Manage with sensitivity the relationship between authors or agents, the organisation or journal, and reviewers</p> <p>P14 Develop, maintain and refresh a comprehensive database of subject experts</p>

	<p>K16 How to find out where else content has been submitted or published</p> <p>K17 How to assess the implications of the process for securing the manuscript, and the payment expectations of the author</p> <p>K18 The cultural requirements and differences between the UK and foreign markets</p>	
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PUB9 Establish potential for rights sales and licensing opportunities

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about evaluating what factors will influence your ability to maximise rights sales and licensing opportunities, and matching publishing products to appropriate markets. It can be used in the following contexts:</p> <ol style="list-style-type: none"> 1 identifying the strategy for selling rights 2 analysing the opportunities and potential for licensing publishing products 	<p>What you need to know</p> <p>K1 How to identify available rights and licenses</p> <p>K2 Cultural, political, social and market differences affecting rights and licensing opportunities, and production schedules</p> <p>K3 How different economies may influence rights pricing</p> <p>K4 Financial practices of different markets, and the effects of market forces and technology</p> <p>K5 Pricing formulae for co-editions, co-productions, syndicated partnerships and for licensing digital content</p> <p>K6 How to judge quality of production and translation, and the effect that poor-quality editions can have on the brand</p> <p>K7 Production, design and technological requirements for co-editions, co-productions and digital content</p> <p>K8 Sources of general and specialist information and advice on UK and overseas publishing practices and legal issues</p> <p>K9 Appropriate international copyright conventions, and components of UK and overseas domestic copyright legislation</p> <p>K10 How to assess the buying policy of potential partners</p> <p>K11 How to assert digital rights</p> <p>K12 Characteristics and components of contracts or copyright transfer forms</p> <p>K13 Methods of identifying who controls and gets the income from specific rights and licenses</p> <p>K14 Your organisation's policy on the distribution and exploitation of titles under its own imprint, and how rights and licenses are granted or acquired</p> <p>K15 The intended sales pattern and timing requirements for publishing content in different formats</p> <p>K16 Requirements and procedures of export and home sales department</p>	<p>What you must be able to do</p> <p>P1 Make detailed assessments of potential earnings and profits</p> <p>P2 Assess the suitability of products, market by market</p> <p>P3 Assess and evaluate the risks of unknown or unsafe territories</p> <p>P4 Suggest appropriate additions and amendments to publishing products</p> <p>P5 Give advice on special conditions which may affect rights and licensing opportunities</p> <p>P6 Contribute to the planning process of publishing programmes</p> <p>P7 Establish the extent, nature and duration of all rights and licenses held</p> <p>P8 Identify any necessary permissions and copyright clearance by territory</p> <p>P9 Identify the full range of rights and licensing possibilities for each title or content of an electronic publication</p> <p>P10 Decide which rights to sell or retain, which licenses to grant, and when to maximise overall revenue</p> <p>P11 Liaise with home and export sales personnel over decisions to sell rights or license content</p> <p>P12 Establish whether title is best sold as a royalty deal or a co-edition</p> <p>P13 Recognise the limits of your knowledge and expertise, and consult with experts when necessary</p>

PUB10 Manage the lifecycle of publishing products

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about monitoring and evaluating the success of publishing products. This includes analyses of sales figures, user statistics and so on. It also includes scheduling when products need to be revised, updated or withdrawn.</p>	<p>What you need to know</p> <ul style="list-style-type: none"> K1 The product type and distribution methods/routes to market for the publishing product K2 Typical performance for products in that market K3 The original publishing date and perceived lifespan of, and financial targets for, the publishing product K4 Typical lifespans associated with publishing products, and the reasons for these K5 How to assess the impact factors, including the use of citation reports, performance in rankings, best-seller lists, and Educational Publishers Council figures K6 How to interpret figures showing gross product margin and level of revenue K7 How to accurately estimate publishing costs and prices, and the effect on these of publishing abroad K8 The implications of different publishing options, including printing-on-demand, reissuing, revising, deciding not to re-launch, creating new editions, creating spin-offs, creating different formats, withdrawing from market K9 The implications of your decisions on the organisation and its consumers 	<p>What you must be able to do</p> <ul style="list-style-type: none"> P1 Agree realistic success criteria for publishing products P2 Agree timescales that suit the organisation or product to review or report on publishing products P3 Monitor sales and use/stock performance against forecasts and revenue figures P4 Analyse reasons for variations in performance and their likelihood of recurrence P5 Take appropriate action to address variations in performance P6 Work effectively with other individuals and departments to maximise the success of publishing products P7 Liaise with relevant departments and individuals to gather information that will inform your recommendations for the future P8 Use valid statistics and feedback as a basis for your proposals P9 Analyse the risks, costs and benefits of different future publishing options P10 Manage the expectations of colleagues, authors and the organisation P11 Justify the risk of the selected option to appropriate people

PUB11 Initiate, conceive and develop ideas for viable publishing opportunities

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about identifying viable ideas to develop into proposals for approval by your organisation. It includes collecting costs and projections from others, and producing profit and loss projections. It involves understanding publishing priorities, resources, and effects on list development and overall portfolio.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 for the acquisition of journals 2 in the commissioning of publications 3 when deciding whether to tender to a society or author 	<p>What you need to know</p> <p>K1 The aims, objectives and targets of own organisation</p> <p>K2 The cultural context of markets, audiences and end-users</p> <p>K3 External sources of information about the potential new market, audience or end-user</p> <p>K4 How to identify and evaluate trends</p> <p>K5 How imagination and creativity can help in identifying and shaping opportunities</p> <p>K6 How to identify the expectations of other parties involved in the idea, and how your organisation can meet those</p> <p>K7 How to identify the wider benefits of publishing opportunities to your organisation</p> <p>K8 How to measure the impact of a potential relationship with another organisation</p> <p>K9 How to identify future opportunities that may arise if this opportunity is pursued</p> <p>K10 Who to consult and involve with idea development, both inside and outside the organisation</p> <p>K11 The time needed to contribute to idea development by different individuals and departments</p> <p>K12 How to carry out a cost–benefit analysis</p> <p>K13 How to develop a realistic and accurate profit and loss forecast</p>	<p>What you must be able to do</p> <p>P1 Make and maintain contact with sources of publishing ideas and potential new business opportunities, and build co-operative relationships</p> <p>P2 Identify ideas that could develop into viable publishing opportunities</p> <p>P3 Explore the impact of opportunities on the publishing organisation and on its market image, aims, objectives and publishing programme</p> <p>P4 Evaluate ideas in line with your organisation's resources and capabilities</p> <p>P5 Seek views from colleagues on potential marketing, sales and rights opportunities related to the proposed idea</p> <p>P6 Work with others to gather valid information about viability and actual resource needs</p> <p>P7 Work out the costs involved in developing the idea into a publishing project, and in maintaining that project in the long term</p> <p>P8 Carry out a detailed analysis and comparison of the costs and benefits of developing publishing ideas into publishing projects</p> <p>P9 Develop a profit and loss projection for a timescale appropriate to the organisation and the type of project</p> <p>P10 Make sure the decision-making process is completed in time to meet any external deadlines</p>

PUB12 Present persuasive oral and written publishing information

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about presenting information in a way that benefits your organisation. Information can be presented as an oral presentation; or in the form of written pitches, tenders, applications or reports; or as a mixture of both. It includes identifying the full range of benefits of your proposal, structuring your information in a way that is most relevant to your target audience, and giving them the opportunity to come back for more information.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 developing written proposals 2 presenting proposals to the editorial or acquisitions board 3 presenting new or emerging publishing products to existing or potential customers 4 presenting proposals to potential purchasers of rights or licenses 5 presenting the benefits of working with your organisation to societies or other organisations 6 tendering for new work 7 completing grant applications 	<p>What you need to know</p> <p>P1 Use information that is correct and from reliable sources</p> <p>P2 Use information that emphasises the full range of benefits associated with your proposal</p> <p>P3 Feature the information that is of most interest to your audience and which portrays your proposal in the best way</p> <p>P4 Make sure that your key points can be clearly identified by your audience</p> <p>P5 Use language appropriate to the topic and the audience</p> <p>P6 Use visual aids which are suitable for the presentation method, to enhance your audience's understanding of the points you are making</p> <p>P7 Conform to any time or length restrictions and any other constraints of the audience</p> <p>P8 Ensure that oral presentations are delivered in a coherent, clear, confident and interesting manner</p> <p>P9 Gauge audience reaction during oral presentations, and adapt accordingly</p> <p>P10 Give the audience the opportunity to seek further information or ask questions about information presented</p> <p>P11 Respond carefully to questions, making sure you provide the information the audience is asking for</p> <p>P12 Evaluate the success of your presentation, and identify changes that will improve your presentations in the future</p>	<p>What you must be able to do</p> <p>K1 How to identify the information that is of most interest to the audience</p> <p>K2 How to present information in a way that portrays your organisation as better than others</p> <p>K3 The content and structure of effective proposals, and the points that these address</p> <p>K4 How to pull together and structure information to persuade and to best get your point across</p> <p>K5 How to interpret the requirements of a brief or tender document</p> <p>K6 The benefits and disadvantages of different ways of presenting information</p> <p>K7 How to identify the way in which the target audience wish to receive your information</p> <p>K8 The benefits and disadvantages of different visual aids and ways of presenting information</p> <p>K9 The purpose and benefits of summarising important features and key points, and how to do this effectively in both written and oral formats</p> <p>K10 The effect that your voice tone, pace, volume and body language can have on your audience and their understanding of your key points during oral presentations</p> <p>K11 The benefits and disadvantages of different presentation equipment, how to use it, and what to do if it goes wrong</p> <p>K12 Ways to encourage questions in both oral and written presentations</p> <p>K13 The purpose and benefits of presentations, and how to evaluate their success</p>

PUB13 Negotiate terms in publishing agreements

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about effectively negotiating business, client or supplier agreements to reach a mutually beneficial position. Successful negotiation maximises the potential of income and future business. Negotiation can take place face-to-face, over the telephone or electronically.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 negotiating rights or licensing agreements 2 negotiating sales agreements 3 refining contract terms 4 reaching agreement with societies about journals 5 negotiating with authors or agents 6 outsourcing work to freelancers 	<p>What you need to know</p> <p>K1 The details of any relevant proposals, quotations or prior agreements</p> <p>K2 Your product, target audience, costs, and benefits over competitors</p> <p>K3 How and why your offer is different to your competitors', and how to highlight the added value that will be gained by the client engaging with your organisation rather than your competitors</p> <p>K4 The key elements that need to be included in any agreement</p> <p>K5 How to protect and control authors' rights when negotiating rights agreements</p> <p>K6 What parts of the proposal are negotiable, and what compromises on product, price, royalty percentages or service can be made</p> <p>K7 How to identify clients' needs and motivations</p> <p>K8 What sources of information will help support you in the negotiation process (for example production costs and sales figures)</p> <p>K9 What to consider when developing your negotiating strategy</p> <p>K10 The purpose and benefits of being flexible during negotiations while still seeking to achieve your objectives</p> <p>K11 How to communicate effectively and appropriately with clients</p> <p>K12 How to tailor your negotiations depending on the roles and levels of responsibility of the person with whom you are negotiating</p> <p>K13 The types of objections that are likely to arise, and how to respond to them effectively</p> <p>K14 How the successful negotiation of subsidiary rights can maximise rights revenue</p> <p>K15 How to bring about a win-win situation for both the client and your organisation</p>	<p>What you must be able to do</p> <p>P1 Identify and confirm the main requirements of your clients and your organisation</p> <p>P2 Identify the best price that can be reasonably offered, and the minimum price and terms that could be accepted</p> <p>P3 Identify and cost parameters for key variables, potential concessions or trade-offs</p> <p>P4 Identify potential barriers that could arise while negotiating, and decide how you might overcome them</p> <p>P5 Identify your organisation's, your own and your clients' weaknesses, strengths and expectations, and how these might affect negotiations</p> <p>P6 Plan how you will approach negotiations, and recognise when it is beneficial to adapt your approach</p> <p>P7 Make sure that any other people involved in negotiating are fully briefed and prepared</p> <p>P8 Behave ethically while negotiating, and show respect for clients, taking account of any language barriers</p> <p>P9 Give clients the opportunity to express their views, and listen carefully to what they are saying</p> <p>P10 Articulate your points clearly, and ask probing questions when necessary</p> <p>P11 Balance the needs of your organisation and your client at all times while negotiating</p> <p>P12 Reach agreement that is positive for both parties and which does not jeopardise future working relationships or repeat business</p> <p>P13 Identify when the deal has been done, and close negotiations at the appropriate point</p> <p>P14 Work within the limits of your own authority and refer to other people when you need to</p> <p>P15 Record accurately the agreements reached</p>

	<p>K16 How to incorporate lessons learned from previous negotiations to improve your preparation and approach</p> <p>K17 Who to approach to support you in preparing and carrying out negotiations</p> <p>K18 The extent of your remit, and what and whose authority is needed to negotiate on different aspects of the proposal</p> <p>K19 How to protect the requirements of your own organisation during negotiations</p> <p>K20 How to identify when to closed a deal</p> <p>K21 Why it is important to be accurate, thorough, honest, sincere and ethical while negotiating</p> <p>K22 How to overcome language barriers while negotiating</p> <p>K23 Appropriate international copyright conventions</p> <p>K24 How negotiations might be affected by legal and ethical issues</p> <p>K25 Your organisation's protocol and procedures for negotiating deals</p> <p>K26 Your organisation's requirements for recording the outcomes of negotiations</p>	<p>P16 Confirm the clauses or terms at each stage of negotiations</p> <p>P17 Record accurately the outcomes of negotiations, and pass them on to relevant people in your organisation</p>
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PUB14 Maintain editorial quality

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about maintaining the editorial quality of publishing products. It includes sourcing new content, reviewing and amending existing content, and making suggestions for revisions and amendments to authors or contributors.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 by journal editors to compile journals 2 for publishing books 3 for digital publishing projects 	<p>What you need to know</p> <p>K1 The aim, parameters, style, structure, specification and target market of the final product</p> <p>K2 The schedule and budget for the publishing product</p> <p>K3 The house style and other requirements of the publishing organisation in relation to publishing products</p> <p>K4 Sources of content and artwork providers, multimedia developers and suppliers and freelancers, and their experience, capabilities and market value</p> <p>K5 How to assess the impact that adaptations to content, navigation, encoding or tagging could have on publishing products</p> <p>K6 How to ensure that product identifier notices, dates and privacy notices are complete and accurate</p> <p>K7 Appropriate content and file management procedures and techniques, and how to use them</p> <p>K8 The technical limitations of navigational techniques and the restrictions of technology</p> <p>K9 What constitutes explanatory, navigational, descriptive and introductory content</p> <p>K10 How to obtain product identifiers from the appropriate organisation</p> <p>K11 The purpose, format and function of metadata, legal definitions, guidelines, directives, legislation and standards relevant to publishing</p> <p>K12 Current guidance and best practice on accessibility and usability</p> <p>K13 The current rules, regulation and policy regarding permission of use, and how to access permissions across platforms</p> <p>K14 The contractual agreement with all suppliers relating to the responsibility for obtaining and paying for permissions, and for indemnifying the company against libel, plagiarism or passing off</p> <p>K15 Sources of legal advice, and the procedures for obtaining guidance</p>	<p>What you must be able to do</p> <p>P1 Identify and commission sources of good-quality content</p> <p>P2 Provide accurate and thorough briefs, and sufficient materials and resources, to elicit work of the required quality</p> <p>P3 Ensure that page layout is appropriate for the publishing product</p> <p>P4 Ensure that completed content, structure and navigation meets requirements</p> <p>P5 Ensure that indexing, metadata, coding, tagging and hyperlinks are correctly and consistently applied</p> <p>P6 Suggest improvements to better meet the requirements of the publishing organisation and applicability to users</p> <p>P7 Ensure that copyright and permissions requirements are complied with</p> <p>P8 Check that editorial changes and queries are raised with authors or contributors, and that resultant alterations are correctly and accurately implemented</p> <p>P9 Check that editorial design instructions have been correctly carried out and that explanatory, navigational and descriptive content, navigation and structural elements are correct and functional</p> <p>P10 Ensure that the product meets the accessibility and usability requirements of all potential users</p> <p>P11 Check content to identify all questionable material</p> <p>P12 Accurately assess the level and nature of legal advice required, and notify appropriate individuals of action taken or needed</p> <p>P13 Ensure that changes are made to material within editorial responsibility to obviate the need for further legal evaluation</p>

	<p>K16 The limits of your personal responsibility and authority on legal matters and in making alterations to material</p> <p>K17 Your company's policy on reusing and repurposing content, both long-term and ongoing</p> <p>K18 The implications of copyright and moral rights applying to suppliers, content providers, developers and freelancers</p> <p>K19 Your company's policy on, and internal procedures outlining, end-user rights, and what use of content is permitted in the organisation within the bounds of current legislation</p> <p>K20 Current editing, proofreading and indexing conventions</p> <p>K21 Specialist vocabulary and spelling, grammar and punctuation conventions relating to the area of the publication</p>	
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PUB15 Commission and check the structural design, functionality and accessibility of digital publications

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about commissioning and overseeing the development of a digital publication and then checking that structural design instructions have been correctly carried out. It also involves functionality and accessibility testing, and fixing any issues that arise.</p>	<p>What you need to know</p> <p>K1 The audience for which the digital publication is intended</p> <p>K2 The required relationship between content and structure</p> <p>K3 The strategies and functionality for user-centred design, interface design and prototyping</p> <p>K4 Your company's quality and functionality requirements for the particular digital publication in question</p> <p>K5 The digital publication style, structural design elements and technical specification of the digital publication</p> <p>K6 The platforms on which the content can be accessed, and how these can change between different models</p> <p>K7 Interoperability of platforms with assistive technologies, and how to plan to support the accessibility features of different devices</p> <p>K8 Appropriate existing in-house hardware and software, and relevant expertise</p> <p>K9 The availability and suitability of a range of developers and freelancers and their particular specialisms, strengths and weaknesses</p> <p>K10 The development process and schedule, and key points at which to build in functionality, accessibility and usability testing</p> <p>K11 The budget, resources and constraints, and how to manage them</p> <p>K12 The terms on which development and freelance work is commissioned</p> <p>K13 Any particular restrictions on the use of developed elements which may give rise to difficulties at a later stage</p> <p>K14 Relevant guidelines, directives and legislation, including best practice and guidance on accessibility and usability, and where to go for advice</p> <p>K15 Other best-practice, professional and non-statutory standards applicable to a particular project</p> <p>K16 The benefits of user testing with disabled users, and how</p>	<p>What you must be able to do</p> <p>P1 Incorporate functionality, accessibility and usability testing into the schedule at appropriate points</p> <p>P2 Select and brief appropriate developers and freelancers for the required work</p> <p>P3 Handle any contractual issues regarding ownership and rights which may arise from development work</p> <p>P4 Establish and keep to an agreed budget and schedule of work</p> <p>P5 Check the development work for suitability and conformance with agreed specification</p> <p>P6 Develop a consistent and logical design which correctly relates to structure and accessibility throughout the entire publication</p> <p>P7 Work with editorial colleagues and developers to ensure that all textual, visual and interactive elements are accommodated within the structure</p> <p>P8 Accommodate structural or other changes without disrupting the overall structural design</p> <p>P9 Achieve an agreed balance between structure, technical constraints, usability and aesthetic appeal</p> <p>P10 Check that the structural design instructions have been correctly carried out and that the navigation and structural elements are correct and functional</p> <p>P11 Conduct quality assurance, functionality, accessibility and user testing of the structural design prototype</p> <p>P12 Prioritise and alter or fix structural 'bugs'</p> <p>P13 Work within the cost and time consequences of all structural changes</p> <p>P14 Work within the technical limitations of navigational techniques and technology restrictions</p> <p>P15 Produce a digital publication that meets the appropriate criteria for interactivity, accessibility and usability</p>

	<p>to access them</p> <p>K17 Any contractual, legal, regulatory or other constraints on the structural design of the digital publication</p> <p>K18 How updates will be accessed by the user</p> <p>K19 The timetable and process for quality assurance, functionality and user testing, and the availability of time within the overall publication schedule for remapping and redeveloping</p> <p>K20 The cost and time implications of making changes to the structural design of a prototype</p> <p>K21 The limits of the structural design, and the extent to which changes that you wish to make are achievable</p>	
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PUB16 Collate and manage images

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about ensuring that images are appropriate to other content, are prepared for production, and are accurately and ethically reproduced and described.</p>	<p>What you need to know</p> <p>K1 The nature and requirements of the market(s) for which the work is intended</p> <p>K2 The contractual specifications for the number and type of graphics and images, and who is responsible for providing them</p> <p>K3 How to prepare briefs for artwork, image research and commissioned photography</p> <p>K4 The house style of the organisation and the specific style of the project, including accessibility, usability, interactivity and metadata guidelines</p> <p>K5 How to manage and process artwork in digital form, and its associated metadata</p> <p>K6 What file handling and management procedures and techniques are appropriate</p> <p>K7 In what systems digital artwork will be held</p> <p>K8 The production process being used</p> <p>K9 How to check and correct artwork</p> <p>K10 How to care for artwork, half-tones and transparencies</p> <p>K11 The significance of image resolution</p> <p>K12 Appropriate image formats and their advantages and limitations in different formats of publications</p> <p>K13 The significance of different colour schemes and models, and their appropriate use</p> <p>K14 The benefits and limitations of available specialist image manipulation software and how and when to use them</p> <p>K15 The editorial implications of design and image specifications</p> <p>K16 How to key in graphics, images, captions, descriptions and accessibility tags</p> <p>K17 The conventions for positioning graphics and images</p> <p>K18 The current British Standards, proofreading marks and colour-coding conventions for alterations, and how to apply them</p> <p>K19 The editorial and design implications of alterations, and</p>	<p>What you must be able to do</p> <p>P1 Check that the materials, graphics or images supplied comply with specifications, and notify the appropriate individuals of any deviations</p> <p>P2 Ensure that all assets (including files and content elements) are present, identify missing items, and take appropriate action to obtain them</p> <p>P3 Ensure that image briefs are clear, accurate, appropriate to the nature and level of other content, and indicate formats suitable for the publishing process</p> <p>P4 Ensure that the graphics or images provided are appropriate to the nature and level of the content</p> <p>P5 Check illustrators' roughs against the brief and ensure that they are complete and accurate in content, and verify them with authors and other relevant people</p> <p>P6 Check final artwork against the roughs and briefs to ensure that they are complete and accurate, and verify them with others as appropriate</p> <p>P7 Check that all final artworks are consistent in style</p> <p>P8 Check that the quality and format of all images allow the best reproduction within prevailing technical and financial limitations</p> <p>P9 Ensure that all graphics or images are available for the next stage of production on schedule</p> <p>P10 Ensure that all graphics and images are effective and fit for purpose</p> <p>P11 Identify all graphics or images, and key them into the text for positioning in a clear and concise manner for design and production purposes</p> <p>P12 Ensure that graphics or images are related to the text and positioned accurately</p> <p>P13 Ensure that captions, metadata, descriptions and accessibility tags relate logically to the graphics or</p>

	<p>how to control them</p> <p>K20 The cost and time implications of alterations, and how to control them</p> <p>K21 The limits of your responsibility for ensuring that the content conforms to legal requirements (contractual and legislative) and, if appropriate, what those legal requirements are</p> <p>K22 The brief, budget and schedule for the job</p> <p>K23 Ethical standards in relation to use and manipulation of images</p>	<p>images, and are verified by the author or other relevant individuals</p> <p>P14 Maintain internal consistency in content and style within and between text, graphics or images and captions</p> <p>P15 Check layout, cropping, masking and sizing for editorial and visual and/or structural design implications and for cost- effectiveness</p> <p>P16 Ensure that graphics and images are annotated correctly, accurately and appropriately, and that annotations are verified by the author or other relevant individuals</p> <p>P17 Mark up and present annotations in a suitable form for the designers, illustrators and other relevant individuals</p> <p>P18 Ensure that images conform to all relevant legal requirements</p> <p>P19 Ensure that acknowledgements are correctly worded and appear in the appropriate place in the work</p> <p>P20 Ensure that permission and reproduction fees are within budget</p> <p>P21 Ensure that permissions are cleared and acknowledgements compiled on schedule</p> <p>P22 Complete your work on schedule</p>
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PUB17 Manage bibliographies and metadata

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about managing the creation, updating and dissemination of bibliographic information.</p> <p>It is relevant to people in editorial, marketing and sales.</p>	<p>What you need to know</p> <ul style="list-style-type: none"> K1 The applicable industry standards for the content of bibliographic records K2 Organisational systems for maintaining and disseminating product information K3 How and when to amend or add bibliographic information, and the relevant standards to be used K4 The requirements of channel partners for bibliographic information K5 The people and organisations that need to receive bibliographic information and updates K6 The benefits of a strategic approach to updating and reviewing bibliographies and metadata 	<p>What you must be able to do</p> <ul style="list-style-type: none"> P1 Maintain bibliographic records which are factually correct P2 Maintain bibliographic records in appropriate formats for dissemination according to the requirements of data agencies and trading partners P3 Co-ordinate with relevant departments about the establishment and maintenance of bibliographic records P4 Raise and resolve queries about bibliographic information with appropriate individuals both within and outside your organisation P5 Communicate bibliographic information to appropriate people and organisations in appropriate formats and timescales P6 Maintain a system to update bibliographic and metadata information in response to market market and product changes

PUB18 Create content

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about authoring. It includes recognising that reading order and tagging heading levels can have a positive impact on accessibility.</p> <p>It could be used by:</p> <ol style="list-style-type: none"> 1 in-house authors 2 external authors 	<p>What you need to know</p> <p>K1 How to clarify the purpose of the text and its target audience</p> <p>K2 Any relevant conventions, style guides or policies that you need to follow</p> <p>K3 Different styles of writing and how these impact on different audiences</p> <p>K4 The cultural issues that can arise from localisation and internationalisation of content</p> <p>K5 The principles of grammar, punctuation and spelling for the language in which you are writing</p> <p>K6 Tools and methods for checking grammar, punctuation and spelling</p> <p>K7 How to create text, images, media and metadata that are easily accessible by the target audience</p> <p>K8 How to structure content to maximise navigability and optimise machine-based reading order</p> <p>K9 How to structure content effectively for the target audience, medium of delivery and accessibility software</p> <p>K10 Limitations, constraints or opportunities for communication offered by the target medium or platform</p> <p>K11 How to check the reliability and currency of any information sources you use</p> <p>K12 When and from whom to seek advice on the accuracy, legality, usability and fitness-for-purpose of the text</p> <p>K13 How to write text that takes account of search engine optimisation techniques, while remaining attractive and readable to the audience</p> <p>K14 How to write text for a non-linear medium, and how it will read when accessibility aids require it to be linear</p> <p>K15 Relevant legislation concerning Intellectual Property, copyright, libel and obscenity</p>	<p>What you must be able to do</p> <p>P1 Create all aspects of content identified in the brief for the work you are carrying out</p> <p>P2 Write in a style suitable for the target audience and the purpose of the communication</p> <p>P3 Maintain a consistent style both within texts and between related texts</p> <p>P4 Use correct grammar, appropriate punctuation and accurate spelling</p> <p>P5 Structure content so that it is easy to read and navigate including by assistive technologies</p> <p>P6 Follow relevant writing conventions, style guides and policies</p> <p>P7 Produce appropriate captions or descriptions to accompany any assets used</p> <p>P8 Provide clear, consistent and accessible wording for any hyperlinks, and clearly specify link targets</p> <p>P9 Specify metadata, such as keywords and descriptions, where appropriate</p> <p>P10 Proofread your copy to check for spelling, grammatical, typographic or other errors</p> <p>P11 Check that any facts and figures you quote are accurate</p> <p>P12 Comply with relevant legislation concerning the content of the text</p>

	<p>K16 Usability issues, and relevant accessibility standards and guides</p> <p>K17 The constraints associated with use of an online content management system</p> <p>K18 The relevance of metadata, and any metadata schema or classification system that you should apply to the material you produce</p> <p>K19 The information that should be included in bibliographies</p>	
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PUB19 Edit content

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about making the author's message clear to the reader by editing content. It is also about understanding accessibility issues and current best practice in presenting complex information. It applies to editing all content, including text, tables, diagrams, images, bibliographies, interactive media, multimedia, and in typesetting, page make-up and cross-referencing, depending on what is in the brief for the work.</p> <p>It is relevant to all content, irrespective of the editing method (hard- or soft copy-editing) or publication process.</p>	<p>What you need to know</p> <ul style="list-style-type: none"> K1 The brief, schedule and budget for the job K2 The contractual specifications of extent and content K3 The production process being used K4 The nature and requirements of the market(s) for which the work is intended, and whether it is fit for purpose K5 The implications of slippage, and when and with whom to discuss schedule problems K6 The level of language and of knowledge of the intended audience K7 The house style of the organisation and the individual style of the publication including typographical, style conventions of content, and the templates and style sheets that should be applied K8 The grammar, punctuation and spelling of the language in which you are working K9 The nature and correct style of presentation of notes, references and bibliographies K10 How to interpret the brief about the extent to which you should check references, and how to do this K11 The conventions for editing page or content references, cross-referencing and bibliographies K12 Common editorial problems and errors encountered when editing, and how to address them K13 How to rectify implied discrepancies, errors, ambiguities and irrelevancies in content, structure and projected length of the finished work K14 Relevant guidelines, including best practice and guidance on accessibility and usability K15 The agreed guidelines on naming, formatting, structuring, encoding, marking up and indexing files K16 The appropriate file management procedures and techniques K17 How and when to amend or add metadata, and the metadata standard to be used 	<p>What you must be able to do</p> <ul style="list-style-type: none"> P1 Assess whether you can complete the editorial work to the required standard in the time and budget allocated, and take appropriate action if the schedule is not feasible P2 Ensure that all assets, including files and content elements, are present, and identify missing items, taking appropriate action to obtain them P3 Check that the material, and its metadata, encoding, markup and/or structure, complies with specifications, and notify the appropriate individuals of any deviations P4 Check that the files or content elements are named or numbered in accordance with the agreed conventions P5 Check that the material is in a format suitable for the production processes being used P6 Ensure a consistent editorial style and tone throughout, appropriate to the nature of the content and intended readership P7 Consistently and correctly apply house style, tags, templates and project style if relevant P8 Ensure that spelling, punctuation and grammar are appropriate P9 Mark and make the changes to content clearly and consistently in the most efficient manner for the production process to be used P10 Within the limits of your responsibility, ensure that content is accurate, structurally correct, consistent, logical, and correctly cross-referenced P11 Within the limits of your responsibility, ensure that the content complies with accepted guidelines P12 Raise and resolve editorial queries with the author or other appropriate individuals P13 Follow the brief and complete your work on

	<p>K18 Sources of information and reference materials</p> <p>K19 The benefits and limitations of using editing software, and how and when to use it</p> <p>K20 The limits of personal responsibility and authority for changes in relation to the author, developer, content provider, designer and commissioning editor</p>	<p>schedule and within budget</p>
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PUB20 Proofread content

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about ensuring that all content is accurate and consistent. It applies to proofreading all content, including text, tables, diagrams, images, bibliographies and indexes, as well as checking page make-up and cross-referencing; includes typeset, multimedia and interactive material including text, tables, diagrams, images, bibliographies, interactive media and multi-media depending on what is in the brief for the work. It is relevant to all content irrespective of the publication process.</p>	<p>What you need to know</p> <ul style="list-style-type: none"> K1 The nature and requirements of the market(s) for which the work is intended K2 The schedule and budget for the job K3 The boundaries of the proofreading role, and how to avoid copy-editing K4 Common editorial problems encountered when proofreading, and how to overcome them K5 The house style of the organisation and the specific editorial style of stylesheets or templates used for the project, including accessibility, usability, interactivity and meta data guidelines K6 The design specification of the project and how to interpret it K7 The typographic and page make-up conventions, and generic coding and/or tagging, markup and/or style conventions for content, and how to apply them K8 How to proofread text, tables, diagrams, images, bibliographies and indexes, and check page make-up and cross-referencing; includes typeset, multimedia and interactive material K9 The current British Standards proofreading marks, and how to apply them K10 The conventions for proofreading page or content references, cross-references and bibliographies K11 Spelling, grammar, punctuation and word breaks for the language in which you are proofreading K12 The benefits and limitations of available editing software tools and how and when to use them K13 The production process used to produce the proofs, and how to make alterations to suit it K14 The publishing processes used to generate and maintain content, and when and how to make alterations or updates to this content K15 How and when to amend or add metadata, and the 	<p>What you must be able to do</p> <ul style="list-style-type: none"> P1 Proofread all aspects of the work identified in the brief for the work you are carrying out P2 Complete your work within the allocated number of days and timescale P3 Read proofs or content to ensure accuracy of setting, spelling, grammar and punctuation, and to ensure internal consistency of content, design, structure, typography and layout P4 Review content to ensure that all required metadata, navigation and hypertext links are present P5 Read proofs or content to ensure that word breaks are appropriate P6 Ensure that the house and project styles have been applied correctly and consistently P7 Make alterations to content and layout clearly and accurately, using agreed conventions P8 Check the consistency of references P9 Ensure that alterations are practicable in terms of production processes, the budget and the schedule P10 Notify appropriate individuals of implications of alterations to content, structure, navigation, typography or layout P11 Take action to resolve issues affecting the schedule, content, structure, navigation, typography or layout P12 Bring unresolved issues to the attention of appropriate individuals in a clear and concise way P13 Clearly and accurately collate alterations using agreed conventions P14 Ensure that collated alterations to content maintain internal consistency

	<p>metadata standard to be used</p> <p>K16 What file management procedures and techniques are appropriate</p> <p>K17 The editorial and design implications of alterations, and how to control them</p> <p>K18 The cost and time implications of alterations, and how to control them</p> <p>K19 How to communicate effectively with others</p>	
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PUB21 Create indexes

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about creating accurate, logical, user-friendly and correctly cross-referenced indexes. It is relevant to all content irrespective of publication process.</p>	<p>What you need to know</p> <ul style="list-style-type: none"> K1 The current Standards, rules and practice of indexing, and how to implement them to suit users' needs K2 The potential range of users of indexes (e.g. experts, students, people in associated fields) K3 How to distinguish between significant information and passing mentions K4 How to vary the depth and comprehensiveness of indexes depending on the complexity of the subject and target users' needs K5 How to use cross-references correctly to direct the user to further related information K6 How to make indexes clearer by using subheadings and avoiding long strings of page references K7 Typographical conventions used with locators to provide enhanced access to the text K8 The range of indexing software and how to use it K9 How and when to add metadata, and the metadata standard to be used K10 The jargon and specialised terminology of subject matter at the level of users of the content K11 The vocabulary and synonyms that users may employ when accessing content K12 Indexers with expertise in alternative subject matter to yours K13 How to vary indexing practice when indexing is embedded or is carried out on yet-to-be-finalised content K14 Ways and means of accommodating space constraints K15 Sources of advice on resolving indexing queries (e.g. author, peers) K16 Areas of advice you may give to clients (e.g. additional space, alternative layout and presentation, 	<p>What you must be able to do</p> <ul style="list-style-type: none"> P1 Agree deadlines which are achievable and within which you can produce quality outputs P2 Identify the range of probable users, and analyse content to identify terms and concepts that they are likely to want to access P3 Use precise, concise and consistent terminology that makes sense to users P4 Arrange index entries in a clear and logical manner, which leads users easily to the information that they need to find P5 Clarify any information necessary to facilitate accurate indexing P6 Produce indexes that conform to house style and design, format and space constraints required by clients P7 Offer helpful and constructive advice to clients that may improve the quality of the index P8 Produce indexes which are accurate in terms of locators and transcription of text terms, coherent, well-structured and correctly cross-referenced P9 Resolve client queries, and ensure that clients are satisfied with the indexes you have produced P10 Maintain professional relationships with clients P11 Judge when work is outside your subject area of expertise and should be referred to others P12 Keep knowledge of the subject area and developments in indexing practice up to date P13 Be prepared to adapt working methods to accommodate long-term changes in publishing technology

	<p>depth of coverage, use of multiple indexes, house style)</p> <p>K17 How to structure and present a persuasive argument in favour of your indexing decisions</p> <p>K18 How to keep up with emerging indexing practice and developments in subject area of expertise</p> <p>K19 Ways to develop skills in emerging indexing practice related to technological developments in publishing</p>	
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PUB22 Produce a specification of work

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about translating a concept into reality by producing a detailed and well-thought-through specification of the work to be carried out. Appropriate specifications early in the process can greatly speed up the later stages of bringing a publishing product to market. Specifications can be written for work to be carried out by colleagues, suppliers or publishing partners.</p> <p>It can be used in many contexts, including producing specifications for:</p> <ol style="list-style-type: none"> 1 publication 2 production 3 print services 4 structural design for digital products, including accessibility requirements 5 visual design for printed or digital products 6 typographic style to ensure that authors, external editors and contributors follow heading styles, and that heading styles are navigable in electronic versions 	<p>What you need to know</p> <p>K1 The aims, objectives and desirable features of the product or service being specified</p> <p>K2 The overall budget for the product or service, and the cost impact on that budget of the choices that you make</p> <p>K3 The detail of the techniques or materials being specified, and their limitations</p> <p>K4 How techniques vary according to the function, format, technology and content</p> <p>K5 The range, availability and suitability of the elements you are specifying for the product or service</p> <p>K6 How to produce information that communicates effectively and accurately, taking into account time, content, meaning, organisation of the information and the needs of the audience</p> <p>K7 How to achieve optimum readability, accessibility and usability, and use of aids employed to navigate through content</p> <p>K8 Any specific requirements regarding maintenance, updating, extension or reproduction</p> <p>K9 Organisational design requirements and templates to work within</p> <p>K10 The development or production process or procedures that will be used</p> <p>K11 The benefits of building in accessibility and usability testing, and appropriate ways to achieve this</p> <p>K12 The benefits of testing on end-users, and how to gain access to people with disabilities</p> <p>K13 The effect that a poorly designed interface can have on a highly accessible product</p> <p>K14 How to interpret and adhere to specific editorial and other requirements</p> <p>K15 Any limitations imposed by budget, style, function, process, end-user, contractual commitments or technology</p>	<p>What you must be able to do</p> <p>P1 Develop specifications that will result in products or services that are appropriate to the overall purpose and planned audience</p> <p>P2 Produce specifications that are logical, complete, accurate and comprehensible</p> <p>P3 Make sure that your specifications include instructions for all elements of the specification</p> <p>P4 When appropriate, evaluate the quality of existing products or services to ensure that the specification is compatible with them and makes necessary improvements</p> <p>P5 Make sure that you specify appropriate and compatible materials or design features for each part of the product or service</p> <p>P6 Present templates, samples and examples in the most cost-effective way</p> <p>P7 Ensure that the specification is technically feasible within technological, developmental, usability and accessibility constraints</p> <p>P8 Use appropriate in-house equipment, hardware or software to develop the specification</p> <p>P9 Evaluate accurately the cost of producing work to the specification in terms of time and fees</p> <p>P10 Make sure that the specification will comply with budgetary constraints</p> <p>P11 Work closely with colleagues in and across departments, and outside the organisation when necessary</p>

	<p>K16 The systems and services available from outside organisations</p> <p>K17 The current capabilities of in-house equipment, hardware or software</p> <p>K18 How to communicate and work effectively with others</p> <p>K19 Current rates for the service you are specifying</p> <p>K20 Relevant guidelines, directives and legislation relating to accessibility and copyright of products and services</p>	
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PUB23 Define technical and project specifications for digital products

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about the preliminary stages of the structural design of a digital publication, and how you interpret the structural requirements of a brief and translate them into an achievable and accessible form. Structural design proposals inform subsequent structural design specifications.</p>	<p>What you need to know</p> <ul style="list-style-type: none"> K1 How structural designs and design techniques vary according to usability, functionality, format, technology and the type of information to be communicated K2 How the structural design will assist in achieving the company's objectives for a particular product K3 How to determine, clarify and express the intended outcomes of the digital product K4 The suitability of the structural design solutions for the planned audience; the relationship between content and interactivity; navigation; and particular messages to be sent by the style of content structuring K5 How the capabilities of the audience relating to functionality and usability of design meet audience needs K6 The software and hardware to be used for developing, transmitting, maintaining and storing the product, and their capabilities and limitations K7 In-house resources and assets that can be reutilised K8 Any limitations imposed by function, budget, series style, intended audience, contractual commitments or technology K9 How to judge the resource and cost implications for digital products K10 Scheduling requirements and the development timeline K11 Relevant guidelines, directives and legislation, including guidance on accessibility and usability K12 Other best-practice, professional and non-statutory standards applicable to a particular product K13 The editorial, development and marketing implications of the work K14 Methods and costs of presenting structural designs, and the appropriate media to convey the required effect K15 Similar competing digital publications, and how your structural design solutions compare with them 	<p>What you must be able to do</p> <ul style="list-style-type: none"> P1 Collate sufficient information about the structural design requirements of the product P2 Design a user user-testing schedule to ensure that accessibility and usability requirements are met P3 Identify the technical capabilities of the audience P4 Identify the relevant platforms on which content will be accessed P5 Identify development needs P6 Advise on the technical feasibility of required functionality P7 Identify areas of the brief where flexibility of interpretation is permissible, and justify variations P8 Recognise practical, technical, technological or financial limitations relating to the digital product P9 Evaluate the cost implications of the structural design solutions that you propose P10 Identify opportunities and methods for updating, spin-offs and add-ons P11 Translate what you have learned from the brief, and demonstrate how the final result required will be achieved P12 Present your structural design concepts in a way which conveys the impact and value of the finished product

PUB24 Purchase print services and materials

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about buying the materials and services required to achieve your organisation's requirements, in terms of both quality and price. It includes having confidence in the ability of suppliers to provide first-class service and of the materials you buy to perform effectively as well as competitive pricing.</p>	<p>What you need to know</p> <ul style="list-style-type: none"> K1 Your organisation's policies on supplier selection, print and material purchase, and terms of trade K2 The quality of print required by your organisation K3 The equipment most suitable for the various kinds of title your organisation produces K4 The range of available suppliers suitable for the titles your organisation produces, and any restrictions on individual suppliers which your organisation may impose K5 The cost expectations of your organisation regarding purchasing print and materials K6 The key features and cost implications of the latest technology, and its impact on future printing requirements, on the production process and on colleagues' working practice K7 Your organisation's own capacity to create or adapt digital content and data K8 The technical, service and pricing requirements of the work you are placing K9 How to verify the financial stability, equipment, capacity, quality levels and pricing structure of suppliers K10 How to access the credit terms and other terms of trade applicable to individual suppliers K11 Conventions and customs of the trade governing relations between publishers and suppliers K12 The structure of a supplying company and the key individuals within it K13 How to deal with defaults by suppliers, and with other failures or disputes K14 Suitable weights and types of paper for individual titles, and their suitability for printing and binding machinery K15 Range of costs of papers and binding methods of varying types 	<p>What you must be able to do</p> <ul style="list-style-type: none"> P1 Specify the print services or materials required, and ensure that they are complete, accurate and unambiguous P2 Assess potential volumes of business and communicate them to suppliers P3 Decide what materials are suitable for the manufacture of particular titles, and how they can be used to best effect P4 Judge the quality and suitability of samples submitted by paper merchants or printers P5 Calculate paper usage and costs using defined formulae P6 Use suppliers who are financially sound, well managed and reliable in the services or materials which they provide P7 Ensure that suppliers have sufficient capacity, stock, equipment or facilities to meet the schedule required P8 Ensure that suppliers offer appropriate pricing levels P9 Ensure that suppliers are up to date with the required technology P10 Select suppliers that are appropriate to the type of title P11 Agree the terms of trade before business begins P12 Devise measures to combat risks associated with working with new suppliers P13 Follow editorial, design and other publishing briefs, and work within the scope for permissible variations; ensure that core requirements for a particular title are not jeopardised by adopting unfamiliar techniques or by false economy P14 Monitor supplier performance to ensure that it fulfils the agreement made with them P15 Ensure that any changes to your specification and

	<p>K16 How to calculate paper sizes and amounts of paper required for particular jobs</p> <p>K17 How to take account of grain direction</p> <p>K18 The impact of bulk factors</p> <p>K19 Specific paper requirements for sheet-fed, heat-set and cold-set web printing</p> <p>K20 Your organisation's systems for holding and valuing paper stocks</p> <p>K21 The advantages and disadvantages of asking printers to supply materials</p>	<p>orders, and any subsequent cost variations, are confirmed in writing prior to they happen</p> <p>P16 Communicate any changes to schedules or prices to appropriate colleagues</p> <p>P17 Stay up to date with developing technologies and how they may impact on your area of responsibility, and communicate their benefits to appropriate colleagues</p> <p>P18 Compare invoices against estimates, and account for any variations</p>
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PUB25 Prepare and review contracts

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about preparing new contracts or reviewing existing contracts. You could draft them yourself using a previous contract or template contract, or you may be reviewing contracts submitted by third parties. Whichever way you do this, you need to know when to liaise with, or defer to, contract specialists or lawyers.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 contracting for the acquisition of rights 2 contracting for the sub-licensing of rights 3 contracting with agents or authors 4 contracting for outsourced or third-party services, including designers, illustrators and print providers 5 contracting with external editors and proofreaders 6 when contracting publishing organisations 	<p>What you need to know</p> <p>K1 How to identify when a contract is needed and when it is not</p> <p>K2 The characteristics and components of legally binding contracts</p> <p>K3 The relevant current provisions and forthcoming changes in contract law, UK and international copyright legislation, international copyright conventions, trade conventions, and concordats and codes of practice</p> <p>K4 How to keep abreast of, and identify the implications of, current and forthcoming changes</p> <p>K5 How to identify whether contracts should be drafted within the organisation or by third parties</p> <p>K6 The procedures to follow to prepare one's own contracts and to review third-party contracts</p> <p>K7 How to identify relevant terms, conditions and provisions, and the appropriate terminology to use to describe them</p> <p>K8 How to use contracts to protect your organisation against circumstances beyond its control</p> <p>K9 The impact of head contract provisions on subcontracts</p> <p>K10 How to obtain and review relevant precedent information</p> <p>K11 The legal status of pre-contract expressions of interest and post-contract guarantees, and how to ensure that they are clear and separate</p> <p>K12 Your organisation's policies regarding the basis on which rights are to be acquired; moral rights how electronic and digital rights are to be acquired and managed long-term and ongoing reuse or repurposing content and what happens when someone other than the author makes revisions territorial exclusivity warranties and indemnities and the provision of digital content, images, index and</p>	<p>What you must be able to do</p> <p>P1 Ensure that contracts include all relevant contractual provisions and that they specify all relevant rights and obligations of the contracting parties</p> <p>P2 Ensure that contracts embody the agreed terms and conditions accurately and unambiguously, and accord with your organisation's requirements</p> <p>P3 Check that contracts conform to all relevant legal requirements and accord with relevant trade practices</p> <p>P4 Ensure the practicality of proposed contractual arrangements</p> <p>P5 Identify the implications of other conflicting contracts or agreements that other parties may hold</p> <p>P6 Follow agreed processes when amending contracts</p> <p>P7 Negotiate, with other parties or their agents, changes to contracts that meet the needs of your organisation</p> <p>P8 Incorporate the agreed and approved amendments correctly into contracts</p> <p>P9 Gain further information, advice and support when required</p> <p>P10 Ensure that all necessary signatures are obtained on contracts</p> <p>P11 Put in place processes to monitor contract compliance</p>

	<p>clearing permissions</p> <p>K13 Criteria acceptable to your organisation for defining a publication as out of print, and other causes of rights reversion</p> <p>K14 How to negotiate effectively</p> <p>K15 The limits of your personal expertise, authority and responsibility</p> <p>K16 Resources and specialists that can provide information, guidance and help, and any authorisation you need to use them</p> <p>K17 Authorised contract signatories for your organisation</p> <p>K18 How to identify breaches of contract and when to enforce the terms of a contract in the event of a breach, and the impact that this may have on long-term aims</p>	
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PUB26 Give information and guidance on legal and contractual matters

Overview	Knowledge & understanding	Performance criteria
<p>This Standard is about explaining contractual terms and conditions, and giving guidance to colleagues and others about copyright and other legal matters. This advice is of an executive nature, and will need supporting with the relevant legal expertise.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 contracting for the acquisition of rights 2 contracting for the sub-licensing of rights 3 contracting with agents, authors, editors or content providers 4 contracting for outsourced or third-party services, including designers, illustrators or print providers 5 contracting with external editors and proofreaders 6 others in publishing, when contracting publishing organisations 	<p>What you need to know</p> <p>K1 The characteristics and components of legally binding contracts and minimum terms agreements, and the terms and conditions of your organisation's minimum terms agreement, if any</p> <p>K2 Your organisation's policy and procedures regarding contracts to be drafted within the organisation and contracts to be drafted by third parties, the terms and conditions to be included in contracts and how to file draft and completed contracts and associated documentation</p> <p>K3 The relevant current provisions of UK, EU and international legislation, conventions, concordats and codes of practice in respect of contract law, copyright law, defamation law, technical rights, data protection, freedom of information, e-commerce and direct marketing</p> <p>K4 Changes and proposed changes to relevant legislation, conventions, concordats and codes of practice, and their implications for your organisation's contracts</p> <p>K5 Trade norms regarding control of subsidiary rights, licensing of digital rights and division of the proceeds</p> <p>K6 Relevant trade terminology as it applies to contractual provisions</p> <p>K7 The uses of content, digital rights, electronic copyright or other asset management system technologies for managing and controlling digital rights</p> <p>K8 The relevant criteria necessary to establish passing off</p> <p>K9 How to calculate the most profitable solution for your organisation whilst minimising its exposure to risk</p> <p>K10 The legal status of pre-contract expressions of interest and post-contract guarantees and how to ensure that they are clear and separate</p> <p>K11 Operations undertaken by other areas of your organisation which are affected by, or which affect, contracts</p>	<p>What you must be able to do</p> <p>P1 Base your guidance on sufficient and accurate information from all relevant sources</p> <p>P2 Identify, access and interpret relevant precedent information</p> <p>P3 Give guidance about appropriate types of contracts or agreements to be used</p> <p>P4 Give guidance which encourages the formulation of contracts and agreements that are clear, unambiguous and legally binding</p> <p>P5 Give guidance that ensures the practicality of proposed contractual arrangements</p> <p>P6 Give guidance based on the requirements of your organisation's policies and procedures, and which meets legal requirements</p> <p>P7 Give guidance which maximises opportunities for exploitation whilst minimising exposure to risk</p> <p>P8 Interpret the implications of rights, obligations and provisions of contracts and other situations</p> <p>P9 Identify provisions that may be problematical or might need further attention</p>

	<p>K12 Sources of adequate and current information, guidance, training and legal advice on legislation and precedents</p> <p>K13 The limits of your personal authority, responsibility and expertise</p> <p>K14 Which legal matters are dealt with internally and which require further professional advice</p>	
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PUB27 Administer contracts, rights, licensing or permissions

Overview	Knowledge & understanding	Performance criteria
<p>This Standard deals with maintaining publishing documents and following publishing administration processes. This could be carried out by someone in the contracts, editorial or sales departments or by someone outside the organisation such as agents who administer contracts on behalf of authors.</p> <p>It can be used in many contexts, including:</p> <ol style="list-style-type: none"> 1 controlling the administration of contracts 2 administering and monitoring rights agreements 3 administering and monitoring licenses 4 processing permission requests 5 obtaining permissions 6 collating precedent information 	<p>What you need to know</p> <p>K1 Systems appropriate for storing publishing documents</p> <p>K2 Your organisation's structure and communication channels</p> <p>K3 Your organisation's requirements regarding recipients of copies of publishing documents</p> <p>K4 The information that document summaries should contain, and the format that they should be in</p> <p>K5 Who to notify in the event of non-compliance or schedule changes</p> <p>K6 The organisation's policies and procedures for dealing with expiry of or changes in publishing documents</p> <p>K7 The processes you should follow for the renewal and updating of publishing documents</p> <p>K8 What constitutes precedent information and how to identify relevant sources</p> <p>K9 The organisation's processes for evaluating permission requests and for obtaining permissions from other people or organisations</p> <p>K10 The limits of your personal responsibility</p> <p>K11 How to communicate with and work effectively with others</p> <p>K12 The organisation's archiving procedures</p>	<p>What you must be able to do</p> <p>P1 Retrieve publishing documents when required</p> <p>P2 Accurately interpret the key elements of publishing documents</p> <p>P3 Produce summaries of publishing documents that contain all material information and which can be understood by recipients</p> <p>P4 Monitor key dates and take appropriate action</p> <p>P5 Identify when publishing documents may be affected by changes in production schedules and take appropriate action</p> <p>P6 Within the boundaries of your responsibility, monitor compliance with publishing documents</p> <p>P7 Take appropriate action to deal with non-compliance of key elements in publishing documents</p> <p>P8 Explain organisational processes and requirements about publishing documents to others when requested</p> <p>P9 Implement organisational processes and pricing structures when required</p> <p>P10 Maintain a storage system that colleagues can understand and use</p> <p>P11 Archive publishing documents in line with organisational procedures</p>