

Unit 82: Stage Wardrobe Management

Unit code:	J/502/5646
QCF Level 3:	BTEC National
Credit value:	10
Guided learning hours:	60

● Aim and purpose

This unit will allow learners to develop the skills of a wardrobe manager by applying their knowledge and understanding of the role to a performing arts production.

● Unit introduction

Wardrobe managers are crucial to the success of costume production; they are at the heart of the wardrobe team. The wardrobe manager's role is complex and requires knowledge of suitable fabrics, construction techniques and costume construction materials, the ability to manage a budget, the ability to plan and manage resources and use efficient communication procedures, and the ability to manage, motivate and lead the costume construction team.

Each production will present a new challenge for the wardrobe manager who will have a surprising new fabric to search for, or will have to work with the costume maker to achieve a certain cut or finish; therefore experienced wardrobe managers are constantly expanding their knowledge and understanding.

Wardrobe managers are responsible for a budget, either for the costume production or for costume maintenance during a run. They are also responsible for ensuring that the costumes are produced on time; usually for the costume parade or the technical rehearsal. To achieve this, the successful wardrobe manager must plan carefully and realistically. The wardrobe manager uses skills to manage the process and communicates effectively with the team to drive the process and ensure that deadlines are met.

This unit will require learners to apply their knowledge and understanding of the wardrobe manager's role in a realistic production situation and to interact with the production team to manage and lead the costume making team through each stage of the process. As the wardrobe manager is also responsible for the care and maintenance of the costumes during the run and for the careful storage of the costumes after the run, learners will be expected to demonstrate effective costume care and maintenance skills during the unit.

● Learning outcomes

On completion of this unit a learner should:

- 1 Be able to manage equipment and materials used for costume production
- 2 Be able to manage the costume production process
- 3 Be able to manage costume care and dressing room management skills.

Unit content

1 Be able to manage equipment and materials used for costume production

Costume construction tools: equipment; space; power requirements; Control of Substances Hazardous to Health (COSHH); assessment of materials; storage of fabrics; equipment, tools; storage of costumes; adherence to health and safety legislation

Identify fabrics and accessories: fabric qualities; set up and use a database of suppliers; estimate quantities of fabric; haberdashery; accessories, re-use of existing costumes

2 Be able to manage the costume production process

Management of costume budget: manage expenditure with reference to the costume designer's guidelines; cost expenditure; maintain records of budget expenditure

Health and safety: risk assessments; use of space; electrical equipment; handheld equipment; materials; finishes; costumes in performance

Costume construction process: eg shopping, hiring, fitting, overseeing costume construction, liaison with costume designer and production team, production meetings, communication paperwork, meeting deadlines, technical rehearsal, dress rehearsal, maintaining costumes during the run, management of strike return and storage of costumes after the production

Communicating with the company: schedules; communicating outcomes of production meetings and fittings; calling and running wardrobe production meetings; attending fittings; technical rehearsals; dress rehearsals

Paperwork communication: measurements sheets; wardrobe construction schedules; maintaining wardrobe notice board; producing minutes of wardrobe production meetings; keeping a production diary; maintaining a database of suppliers; maintaining a database to record costume and fabric stocks; maintaining a contacts list for all wardrobe staff and all performers

Production team liaison: run costume production meetings; produce and circulate costume production team minutes

Costume hire: hiring; costume maintenance during hire period; costume return at the end of the hire period

3 Be able to manage costume care and dressing room management skills

During the run of a show: costume allocation; laundering; dry cleaning; maintaining finish; storage of costume

Costume storage and care after a show: eg dry cleaning, laundering, removing decorative finishes, protecting, providing the appropriate storage conditions, labelling, costume hire return procedures

Assessment and grading criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria for a pass grade describe the level of achievement required to pass this unit.

Assessment and grading criteria		
To achieve a pass grade the evidence must show that learner is able to:	To achieve a merit grade the evidence must show that, in addition to the pass criteria, learner is able to:	To achieve a distinction grade the evidence must show that, in addition to the pass and merit criteria, learner is able to:
P1 manage materials and equipment used for costume construction [SM]	M1 manage materials and equipment used for costume construction competently	D1 manage materials and equipment used for costume construction with confidence and efficiency
P2 manage costume construction staff with support and guidance [TW, SM]	M2 manage costume construction staff competently	D2 manage costume construction staff with confidence and efficiency
P3 manage the costume production budget with some success [SM]	M3 manage the costume production budget carefully with little compromise to production standards	D3 manage the costume production budget prudently with no compromise to production standards
P4 use verbal and paper-based communication to inform, interact and communicate with the designer and production team [TW]	M4 use verbal and paper-based communication to inform, interact and communicate with the designer and production team in an effective manner	D4 use verbal and paper-based communication to inform, interact and communicate with the designer and production team in an efficient and confident manner
P5 manage costumes and the dressing room during and after a run with a degree of success. [SM]	M5 manage costumes and the dressing room during and after a run competently.	D5 manage costumes and the dressing room during and after a run with confidence and efficiency.

PLTS: This summary references where applicable, in the square brackets, the elements of the personal, learning and thinking skills applicable in the pass criteria. It identifies opportunities for learners to demonstrate effective application of the referenced elements of the skills.

Key	IE – independent enquirers	RL – reflective learners	SM – self-managers
	CT – creative thinkers	TW – team workers	EP – effective participators

Essential guidance for tutors

Delivery

This mainly practical unit has two stages. The initial focus of learners' study must be on the introduction of wardrobe management skills through tutor led practical activities. Learners will then apply skills learned in a practical production situation where they will contribute to the management of the wardrobe department. Learners will be expected to demonstrate the informed application of effective wardrobe management skills to motivate and lead the costume production team towards the successful production of costumes for performance. Learners will have to understand, use and apply effective management skills and demonstrate knowledge and understanding of costume construction and costume maintenance.

The unit could begin with activities to develop learners' awareness of the methods used to manage space and equipment within a wardrobe department, an emphasis on health and safety will be important and correct storage of materials, tools and costumes should be covered. Learners will initially develop the understanding to be able to apply correct health and safety procedures in a classroom situation. Learners will then be expected to demonstrate correct application of appropriate health and safety procedures in all aspects of costume construction. The setting up and use of a database of suppliers will be a useful activity and learners should also learn how to estimate requirements for costumes such as fabric, haberdashery items and accessories. The re-use and alteration of existing costumes should be covered in this section of the unit.

Successfully managing the budget is a vital and important skill. Learners will need to know how to plan a realistic budget that considers every likely expenditure. To plan the budget learners will need an understanding of costs, suppliers and an ability to get value for money. This could include using the database of fabric and accessories suppliers created in previous activities.

Learners will develop an understanding of costume production materials, costume care, construction processes and equipment. This will inform their planning and management of the costume construction process. Learners should develop their understanding through classroom-based tasks. Some costume sewing skills would be advantageous but are not a prerequisite of the unit.

Learners need to understand the role of the wardrobe department within the production process. A tutor-led exercise in which learners draw up a timeline for the production of costumes for a show setting out all the major processes and deadlines would be a useful way of approaching this topic.

Learners will also need to develop communication and management skills to enable successful management of the costume production process. They will need to be able to communicate effectively with and manage the costume construction team. They will initially develop these skills through classroom-based exercises. Learner will then demonstrate the application of costume management and communication skills through the management of the costume production team and all necessary resources throughout the production and performance process.

The management of a production team will be a demanding challenge. Learners will need a great deal of support during the practical aspect of this unit. It is recommended that they have access to regular discussions with the tutor to enable them to reflect objectively on their management approaches.

Outline learning plan

The outline learning plan has been included in this unit as guidance and can be used in conjunction with the programme of suggested assignments.

The outline learning plan demonstrates one way in planning the delivery and assessment of this unit.

Topic and suggested assignments/activities and/assessment
Introduction to the unit and structure of the programme of learning.
Use of equipment and materials – tutor-led practical workshops in which learners will learn how to manage equipment in the wardrobe department taking into account: <ul style="list-style-type: none">• use of space• health and safety requirements• power requirements• storage of tools• storage of materials and costumes.
Fabric and accessories – learners will complete a number of tutor-led activities based on case studies to identify suitable materials for costumes. They will cover: <ul style="list-style-type: none">• estimation of fabric qualities• the setting up a use of a database of suppliers• use of haberdashery items eg thread, fastenings, trims• use of accessories• re-use/alteration of existing costumes.
Managing the costume budget – learners will work on a case study to explore the setting up and maintenance of costume budget. They will cover: <ul style="list-style-type: none">• management of expenditure with reference to the costume designer's guidelines• costings• maintenance of records.
Introduction to the production process – tutor-led exercise in which learners draw up a timeline for the production of costumes for a show setting out all the major processes and deadlines. Learners then divide into groups to research and report back to the class on the following: <ul style="list-style-type: none">• health and safety/risk assessments• managing a costume production team• hiring costumes• fittings• technical and dress rehearsals• production meetings• wardrobe notice board• production diary• maintaining costumes during the run• after the run.

Topic and suggested assignments/activities and/assessment

Assignment: Production

P1, M1, D1, P2, M2, D2, P3, M3, D3, P4, M4, D4, P5, M5, D5

Learners contribute to the management of the wardrobe department for a performing arts production.

They will:

- identify and use materials and equipment
- manage physical resources and the costume construction team
- manage the costume budget
- inform, interact and communicate with the designer and production team
- manage the costumes and the dressing room during and after the production.

Review unit and assignments.

Feedback from assignment.

Assessment

The assessment focus of this unit is learners' ability to manage the wardrobe department in terms of the materials and equipment in the department, the construction team and budget.

Grading criterion 1 assesses learners' ability to manage materials and equipment within the department. This should be evidenced through tutor's observations eg of learners' ability to manage and maintain equipment as well as paper-based evidence produced by learner eg logs and databases produced. Learners achieving P1 will undertake appropriate activities in the management of the department but will require support and guidance to do so successfully. For M1, learners will be able to undertake management activities with more proficiency. For D1, they will be able to work in an assured manner to manage equipment and materials in a well-organised and effective manner.

Learner's management of the wardrobe team, Grading Criterion 2, can be evidenced through tutor and peer observations. Learners achieving P2 will undertake appropriate activities in the management of the construction team but will require support and guidance to do so successfully. For M2, learners will be able to undertake management activities with more proficiency. For D2, they will be able to work in an assured manner to manage the team in a well-organised and effective manner.

Grading criterion 3 requires learners to manage the wardrobe budget for a production. This will be evidenced by documents produced by learners that demonstrate that they have costed items correctly and monitored expenditure to ensure they produce what is required without overspending. Ideally learners should work with a real budget, however a simulated exercise where learners have to hire costumes and pay for staff and services is also acceptable. Learners achieving P3 will manage the budget with some success, however the paper records will lack detail and may not be completely accurate; standards may be compromised due to overspending. For M3, the budget will be managed with more care, records will be complete and generally accurate and production standards will generally be maintained. Learners achieving D3 will demonstrate a cautious and well-organised approach to the management of the budget to ensure appropriate costumes are created within the given financial resources.

Grading criterion 4 assesses learners' ability to communicate and interact with the costume designer and production team during the production process. This will be evidenced through paper-based records such as schedules, memos and a production diary. Learners achieving P4 will undertake this process with some success, however messages may not always be clear and the process will lack organisation. For M4, learner will communicate in a more successful and organised manner. To achieve D5 communication will be clear and assured.

Grading criterion 5 requires learners to manage the dressing room both during and after the run of a show. Learners who achieve P5 will do this with some success but will require support and guidance to do so. For M2, learners will be able to undertake dressing room management activities with more proficiency. For D2, they will be able to work in an assured manner to manage the dressing room in a well-organised and effective manner.

Programme of suggested assignments

The table below shows a programme of suggested assignments that cover the pass, merit and distinction criteria in the grading grid. This is for guidance and it is recommended that centres either write their own assignments or adapt any Edexcel assignments to meet local needs and resources.

Criteria covered	Assignment title	Scenario	Assessment method
P1, M1, D1, P2, M2, D2, P3, M3, D3, P4, M4, D4, P5, M5, D5	Production	<p>Working as a wardrobe manager, learners contribute to the management of the wardrobe department for a performing arts production.</p> <p>They will:</p> <ul style="list-style-type: none"> • identify and use materials and equipment • manage physical resources and the costume construction team • manage the costume budget • inform, interact and communicate with the designer and production team • manage the costumes and the dressing room during and after the production. 	<p>Process log.</p> <p>Tutor observations.</p> <p>Peer observations.</p>

Links to National Occupational Standards, other BTEC units, other BTEC qualifications and other relevant units and qualifications

This unit forms part of the BTEC Performing and Production Arts sector suite. This unit has particular links with the following unit titles in the BTEC Performing and Production Arts suite:

Level 1	Level 2	Level 3
Exploring Production Skills for the Performing Arts	Wardrobe for Stage Performance	Stage Costume Making
		Developing Costume for Performance
		Period Costume for the Stage

This unit may also have links with the following National Occupational Standards:

Technical Theatre

- CPD4b – Overseeing technical production work for performance
- G4a – Managing finance for a defined work activity
- G6a – Providing Leadership
- G11b – Developing and maintaining work relationships
- HS2 – Assessing risks
- HS5 – Controlling risks
- TP4b – Provide design information to enable drawings to be produced
- TP2.1a – Contribute to the interpretation of designs for costumes
- TP3.1b – Planning costume requirements for a production
- TP3.1c – Oversee the planning of costume requirements for a production
- TP5.1 – Sourcing costumes, materials and equipment
- TP7.1b – Lead on the making and finishing of costumes
- TP19c – Oversee the fitting and altering of costumes and accessories
- TP23.2a – Maintaining costumes and equipment
- TP23.2b – Plan and oversee the maintenance of costumes and equipment.

Essential resources

Learners should have access to costume construction tools, costume construction materials, a clean and dry costume construction room, a wardrobe storage space and dressing room. A computer and printer will also be essential.

Employer engagement and vocational contexts

Assignments should be set in a vocationally appropriate manner. Learners could act as wardrobe manager for productions staged by peers. Input from professionals working in wardrobe departments of theatres via field trips will also be valuable.

Indicative reading for learners

Textbooks

Bicat T – *Making Stage Costumes: A Practical Guide* (Crowood Press, 2001) ISBN 9781861264084

Holt M – *Costume and Make up* (Phaidon, 1988) ISBN 9780714825120

Ingham R and Covey L – *The Costume Technician's Handbook, 3rd Edition* (Greenwood Press, 2003) ISBN 9780325004778

Moss S – *Costume and Chemistry: A Comprehensive Guide to Materials and Applications* (Batsford, 2001) ISBN 9780896762145

Delivery of personal, learning and thinking skills

The table below identifies the opportunities for personal, learning and thinking skills (PLTS) that have been included within the pass assessment criteria of this unit.

Skill	When learners are ...
Team workers	managing costume construction staff interacting and communicating with the designer and production team
Self-managers	managing materials and equipment used for costume construction managing costume construction staff managing the costume production budget managing costumes and the dressing room.

Although PLTS are identified within this unit as an inherent part of the assessment criteria, there are further opportunities to develop a range of PLTS through various approaches to teaching and learning.

Skill	When learners are ...
Creative thinkers	finding solutions for potential problems
Self-managers	ensuring deadlines are met.

● Functional Skills – Level 2

Skill	When learners are ...
ICT – Use ICT systems	
Manage information storage to enable efficient retrieval	creating and maintaining a database of suppliers
Mathematics	
Select and apply a range of skills to find solutions	using calculations when managing a costume budget
English	
Speaking and listening – make a range of contributions to discussions and make effective presentations in a wide range of contexts	communicating with the designer and other members of the production team
Writing – write documents, including extended writing pieces, communicating information, ideas and opinions, effectively and persuasively	using appropriate documents to communicate with the designer and other members of the production team.