

Appendix C – Summary findings of skills assessment indicating that there are critical and core skills gaps in the following areas:

LEARNING NEEDS	A Outcome Leader	B Manager or Specialist	C Back office or Supporting	D Front line or Community
DISCOVER	<ul style="list-style-type: none"> ▪ Identifying data sources ▪ Data Management and Analytics ▪ Using data to define problems and goals 	<ul style="list-style-type: none"> ▪ Identifying data sources ▪ Data Management and Analytics ▪ Working with Financial and Performance Data 	<ul style="list-style-type: none"> ▪ Identifying data sources ▪ Data Management ▪ Analysing data ▪ Producing reports and making recommendations 	<ul style="list-style-type: none"> ▪ Access to Learning
PLAN	<ul style="list-style-type: none"> ▪ Scenario Planning ▪ Cost Benefit Analysis ▪ Problem solving and critical thinking ▪ Collaboration 	<ul style="list-style-type: none"> ▪ Scenario Planning ▪ Cost Benefit Analysis ▪ Managing Stakeholders ▪ Business Case Development 	<ul style="list-style-type: none"> ▪ Scenario Planning ▪ Workshop design and facilitation ▪ Managing Stakeholders 	<ul style="list-style-type: none"> ▪ Presenting and speaking in public
DO	<ul style="list-style-type: none"> ▪ Project Management ▪ Governance ▪ Performance Management ▪ Remote management 	<ul style="list-style-type: none"> ▪ Project Management ▪ Governance ▪ Management skills ▪ Performance Management 	<ul style="list-style-type: none"> ▪ Project Management ▪ Risk Management ▪ Team working ▪ Confidence 	<ul style="list-style-type: none"> ▪ Dealing with Conflict ▪ Resilience and wellbeing
EVALUATION	<ul style="list-style-type: none"> ▪ Continuous Improvement ▪ Evaluation and Feedback Processes 	<ul style="list-style-type: none"> ▪ Continuous Improvement ▪ Writing Performance Reports ▪ Evaluation and Feedback Processes 	<ul style="list-style-type: none"> ▪ Continuous Improvement ▪ Measuring my impact ▪ Evaluation and Feedback Processes 	<ul style="list-style-type: none"> ▪ Performance and Supervision
DIGITAL	<ul style="list-style-type: none"> ▪ Microsoft 365 Fundamental ▪ Document sharing & collaboration ▪ GDPR ▪ Digital Inclusion 	<ul style="list-style-type: none"> ▪ Microsoft 365 Fundamental ▪ Document sharing & collaboration ▪ GDPR ▪ Digital Inclusion 	<ul style="list-style-type: none"> ▪ Microsoft 365 Fundamental ▪ GDPR ▪ Digital Inclusion 	<ul style="list-style-type: none"> ▪ Using Technology ▪ Microsoft 365 Fundamental Fusion