**Resource 8**

**Skills, knowledge, competence mapping and role identification**

1. Against each service area (broken down as far as it makes sense to do so), list all the skills and knowledge bases required in the workforce to provide that service. This first activity is a listing exercise.
2. Decide the “markers” of what is considered specialist, intermediate and support e.g. use pay bandings or qualification markers
3. For each individual skill or knowledge base, identify the distribution you require in the workforce to provide that service for the population and communities represented by your proxies. (This distribution must add up to 100% across specialist, intermediate and support)
4. Cluster together “cells” across, up and down, the last three columns of the table, to create specific roles.
5. Decide on the number of each role required in the future workforce by considering factors such as; the proxy population demographics, historic activity data (but with a future focus), legal and professional requirements, finance and funding availability, quality and safety of service provision. (This is by no means a definitive list)

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| **SERVICE** | **%**  **SPECIALIST** | **%**  **INTERMEDIATE** | **%**  **SUPPORT** |
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