

# Assessment of Skills and Capacities

For mapping the existing skills and capacities in your organization related to costing and funding

## Before you start

- Be sure that you are aware of the ethical rules of interviewing staff
- Explain to the interviewee the main objectives of the interview and why and how you will use the results
- Check that the list of your target group also includes more experienced staff members, to create a complete map of existing skills
- Be aware of the position, functions and tasks of each person that you interview
- Be ready for being patient and empathic with the interviewee. Prepare your collaborator as well
- Have sticky notes, or any paper for the notes
- You can also make online interviews, in this case be aware of having a good internet connection

Establishing whether your staff has the skills and motivations necessary for coordinating the search for funding and accessing resourcing is a helpful exercise in preparing the funding and resourcing stage of your project.

This task focusses on mapping the existing skills and capacities in your organization related to project costing and the sourcing of funding. It will help you identify any gaps and associated training needs.

The **Empathy Map Tool** represents a particular approach and style of interviewing akin to storytelling. Empathy interviews allow for the interviewer to relate more to what the interviewee is saying than when using a prepared set of standardised questions. This approach captures the not only nominal capacities but also the overall context and interrelationships of a specific setting which can better reveal the actual capacities.

The relevant skills set includes tangible skills relating to project costing, sourcing of funding, writing funding application and coordination/project management and intangible skill like co-creation, communication and relationship building.

## How to use it?

**Step 1** **Consult with some senior colleagues** and make a list of the people active in the fields of project costing, sourcing of funding and writing of funding applications across the various services and departments of your organisation.

**Step 2** **Prepare your interviews:** contact and brief the people on the purpose of the interviews. Think about an opening question; find a suitable collaborator who can assist you in the interviews, for detailed note-taking.

**Step 3** **Undertake the interviews:** each interview should last around 20-30 minutes. If possible, make the interview as a pair of interviewers - while one of you asks the questions the collaborator can observe better and take notes. Instead of closed, standardised questions, conduct your interview with wide, open questions, for example, concerning the general experience of the person's recent work related to finance and funding of projects. The notes should cover the factual information as well as the messages provided by body language, etc.

**Step 4** After completing all interviews, **summarise the results** of the empathy maps, and prepare an overall list of existing skills, feelings, motivations. Work together with your collaborator to capture all observations, including those relating to potential training needs, hesitations, lack of confidence, etc.. Analyse the findings and specify any strengths and weaknesses/gaps in financing and funding skills and identify potential training needs.

**Step 5** On the basis of the skills assessment, a decision has to be made as to **how to address the identified weaknesses or skills gaps** (training; accessing the relevant skills from across the Action Plan partners/stakeholders; or commissioning external support providers).

## To go further

**URBACT Stakeholders Group**  
**Self-Assessment Tool**



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### EMPATHY MAP

