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# Addressing Gaps in Workforce Climate Literacy

## Needs and Gaps Identification Resources

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### 1. Role Type Analysis Template

Use this template as a first step in evaluating employee education and training needs for your organization. This template will help you identify which employee role types are most important for achieving your organization's climate action goals and help you document what knowledge and competencies individuals serving in those roles need to have.

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#### **A. Connect with Relevant Team Members and Consider the Following Questions:**

What are our organization's climate action goals? What roles/role types within our organization's workforce are most critical to achieving those goals? What is our organization hoping to achieve by improving employees' climate change adaptation and climate resilience knowledge and competencies?

#### **B. Choose Roles to Analyze**

The number of roles or role types included in a climate change literacy assessment will depend on an organization's size, structure, and goals. For a relatively large organization interested in completing an initial literacy assessment within a timeframe of six months to a year, there is a benefit to beginning with 2-4 key roles or role types. Additional roles can always be included later. The specific role types (e.g. manager, coordinator, technical specialist) most useful to include can be determined by the project team during the introductory phase. In general, these should be roles in which climate change is a significant component, and roles that are important to the organization's overall climate change action goals. Once the role types are established, a data collection process focused on understanding what individuals in these roles need to know about climate change to succeed in their jobs should follow. Data collection methods may include surveys, interviews, or focus groups and should ask individuals to reflect on what aspects and to what extent they see elements of [ASAP's Knowledge & Competencies Framework](#) reflected in their roles.

The following data collection methods can be used in this phase, depending on the information and capacity available within an organization:

- Position descriptions
- Performance review templates
- Existing staff surveys

- New surveys tailored to project goals
- Focus groups
- Listening session(s) with key individuals
- Workshop style conversation and/or polling

Regardless of the methods selected, it is critical to hear from individuals currently serving in the roles included in the analysis. These conversations will provide depth, nuance, and examples that are difficult to extract from position descriptions or survey data.

### C. Document Findings

Following data collection, document findings for each role using the worksheet below:

#### Introduction/Role Overview:

*Insert a 1-2 paragraph description of the role highlighting key responsibilities, recurring activities, and organizational needs to which the role contributes.*

Use the chart below to identify the depth of knowledge required for this role.

#### Knowledge Depth Levels (rank from 0-3)

0 - No knowledge of concept is required for role.

1 - Basic familiarity of concepts/recall is required for role.

2 - Solid understanding of concept is necessary to perform role.

3 - Application and extension of concept is required to perform role.

<b>Foundational Knowledge Concept</b>	<b>Depth of Knowledge Required</b>  <i>(Insert a numerical value corresponding to the table above.)</i>	<b>Examples</b>  <i>Provide examples illustrating how individuals in this role apply this knowledge during their work.</i>
Climate Variability & Change		
Climate-Related Hazards & Impacts		
Vulnerability		
Risk		
Climate Change Adaptation & Climate Resilience		
Climate Change Mitigation		
Systems Thinking		
Justice & Equity		
Change Management		
Decision Making		
Communication		



### Core Competencies from ASAP's K&C Framework

<b>Competency Levels:</b>
0 - Competency is not required for role.
1- Low level of competency is required for role.
2 - Moderate level of competency is necessary to perform role.
3 - High level of competency required to perform role.

<b>Core Competency</b>	<b>Level of Competency Required</b>  <i>(Insert a numerical value corresponding to the table above.)</i>	<b>Examples</b>  <i>Provide examples illustrating how individuals in this role apply this knowledge during their work.</i>
Using best available information		
Implementing cross-cutting strategies		
Communicating climate adaptation concepts and needed actions		
Building psychological strength to proactively confront change among professionals and the broader community		
Planning for managing adaptation action		
Promoting inclusive planning and action		
Orienting efforts to achieve transformative change		

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## **Summary of Knowledge & Competencies Required for Success in Role Type**

*Provide a narrative description of the role's specific focus, expanding on how they apply knowledge and competencies in the course of their day-to-day work. (e.g. "Project Managers at ASAP are specifically focused on the application of climate knowledge in various contexts including... their job requires them to be proficient in building partnerships and coalitions, organizing and disseminating information, and pursuing actions that align with the project goals.")*

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## **Challenges, Needs & Key Resources**

*Describe knowledge and competency gaps and needs for the role here. Cite specific examples from individuals serving in the role. Identify training and education opportunities/resources that would support greater success for individuals serving in the role.*

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