



## BASIC CAPABILITY GRIDS

*The Capability Grid is a talent management tool.*

It helps you think about the following questions:

- “What is the work that needs to get done in my department?”
- “Is my workforce ready and able to deliver needed services and programs?”

*Here’s how to use a Capability Grid:*

### IDENTIFY THE WORK

- Step 1 List the major work activities in your department, team, or unit
- Step 2 Rank these activities in term of how critical they are
- Step 3 Determine if the work can be eliminated or done elsewhere
- Step 4 Describe the required capacity for work needed to meet expectations
- a) List specific examples, if helpful
    - “Deliver 4 management programs per year”
    - “2 FTE for customer service desk”
  - b) Assign an overall rank (low – medium – high) for required capacity (optional)
- Step 5 Evaluate your department’s current capacity to meet the demand
- a) List specific examples, if helpful
  - b) Assign an overall rank (low – medium – high) for required capacity (optional)

### ANALYZE THE PEOPLE

- Step 6 List who has the ability to perform the task now
- Step 7 Identify people who have the potential to take on the task / activity
- Step 8 Brainstorm ideas for developing people and building more capability

*Capability Grids can be customized to meet your particular needs (See sample grids page 4 and 5.)*

*Variations on a Basic Capability Grid can help managers “drill down” in specific ways. See “Capability Grid Variations” at <http://web.mit.edu/hr/oed/toolkits.html>*





### BASIC CAPABILITY GRID FORMAT

| <i>FUNCTIONAL AREA:</i> |                                     |  |  |   |  |                                    |                                     |
|-------------------------|-------------------------------------|--|--|---|--|------------------------------------|-------------------------------------|
| THE WORK                |                                     |  |  |   | THE PEOPLE                             |                                    |                                     |
| ACTIVITIES and TASKS    | How Critical?<br>Low<br>Med<br>High | Can The Work Be Done Elsewhere or Go Away? | Required Capacity to Meet Demand<br>Low Med High | Current Capacity to Meet Demand<br>Low Med High | Who Is Capable of Doing This Task Now? | Who Has Potential To Do This Task? | What Can Be Done to Prepare Others? |
|                         |                                     |  |  |   |  |                                    |                                     |
|                         |                                     |  |  |   |  |                                    |                                     |
|                         |                                     |  |  |   |  |                                    |                                     |
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|                         |                                     |  |  |   |  |                                    |                                     |
|                         |                                     |  |  |   |  |                                    |                                     |



## SAMPLE CAPABILITY GRID – OED Team in Human Resources

| <b>FUNCTIONAL AREA: Organization and Employee Development</b> |  |   |   |  |   |   |   |
|---|--|---|---|--|---|---|---|
| <b>THE WORK</b>   |  |   |   |  | <b>THE PEOPLE</b>                             |   |   |
| <b>ACTIVITIES and TASKS</b>                                   | <b>How Critical?</b><br>Low<br>Med<br>High | <b>Can The Work Be Done Elsewhere or Go Away?</b>   | <b>Required Capacity to Meet Demand</b><br>Low Med High | <b>Current Capacity to Meet Demand</b><br>Low Med High | <b>Who Is Capable of Doing This Task Now?</b> | <b>Who Has Potential To Do This Task?</b> | <b>What Can Be Done to Prepare Others?</b>  |
| Design strategic planning sessions                            | <b>Medium</b>                              | <ul style="list-style-type: none"> <li>Outsource strategy work to XYZ Consulting</li> </ul> | <b>Medium</b>   | <b>Medium</b>  | <i>Joan<br/>Jill<br/>James</i>                | <i>Sam</i>                                | <ul style="list-style-type: none"> <li>Have Sam co-facilitate next session with Joan</li> </ul> |
| Teach workshops   | <b>High</b>                                | <ul style="list-style-type: none"> <li>Contract with external trainers</li> </ul>           | <b>High</b>   | <b>Low</b>   | <i>Michele<br/>Sean</i>                       | <i>Anita<br/>Rochelle<br/>Robert</i>      |   |
| Facilitate team meetings                                      |  |   |   |  |   |   |   |
| Negotiate vendor contracts                                    |  |   |   |  |   |   |   |
| Research and write web content                                |  |   |   |  |   |   |   |
| Conduct a training needs assessment                           |  |   |   |  |   |   |   |



**SAMPLE Customized CAPABILITY GRID** from an IT department

| <b>Commitments<br/>For FY 10</b><br><i>(your information here:<br/>goals, activities, strategic<br/>objectives, etc.)</i> | <b>Criticality to our unit<br/>or to our clients</b><br>4 = high<br>1 = low | <b>Cost in either<br/>time, effort, or<br/>money</b><br>4 = high<br>1 = low | <b>Can the work<br/>be done<br/>elsewhere or<br/>not at all</b> | <b>Who could be a lead<br/>for this<br/>commitment?</b> | <b>Who needs to be on the team<br/>for commitment to succeed?</b> |
|---|---|---|---|---|---|
| Continuing service improvement  |   |   |   |   |   |
| Migration to new HELP Desk software   |   |   |   |   |   |
| Move hardware inventory into new machinery  |   |   |   |   |   |
| Upgrade classrooms  |   |   |   |   |   |
| Manage Exchange Migration   |   |   |   |   |   |
| Engage Faculty in planning for Stellar's future   |   |   |   |   |   |
| Mobile Device Support   |   |   |   |   |   |
| Develop and deploy Managed Client Infrastructure  |   |   |   |   |   |



**SAMPLE Customized CAPABILITY GRID including Financial Information**

| <i>Functional Area</i> |                                    |  |   |  |  |                                    |                                     |                                      |                                       |
|------------------------|------------------------------------|--|---|--|--|------------------------------------|-------------------------------------|--------------------------------------|---------------------------------------|
| THE WORK               |                                    |  |   |  | THE PEOPLE                               |                                    |                                     | FINANCIAL RESOURCES                  |                                       |
| Activities & Tasks     | How Critical<br>Low<br>Med<br>High | Can The Work Be Done Elsewhere or Go Away? | Required Capacity to Meet Demand<br>Low Med<br>High | Current Capacity to Meet Demand<br>Low Med<br>High | Who Is (Capable of) Doing This Task Now? | Who Has Potential To Do This Task? | What Can Be Done to Prepare Others? | Percent Effort dedicated to the Task | Actual Costs associated with the Task |
|                        |                                    |  |   |  |  |                                    |                                     |                                      |                                       |
|                        |                                    |  |   |  |  |                                    |                                     |                                      |                                       |
|                        |                                    |  |   |  |  |                                    |                                     |                                      |                                       |
|                        |                                    |  |   |  |  |                                    |                                     |                                      |                                       |
|                        |                                    |  |   |  |  |                                    |                                     |                                      |                                       |
|                        |                                    |  |   |  |  |                                    |                                     |                                      |                                       |
|                        |                                    |  |   |  |  |                                    |                                     |                                      |                                       |
|                        |                                    |  |   |  |  |                                    |                                     |                                      |                                       |