



## CAPABILITY GRID VARIATIONS

A capability grid is used to focus on specific tasks and skills that need to be maintained or developed in the organization.

- As part of an overall planning process, managers review the capabilities needed in the department and employee capacity to deliver on goals.

Capability grids can be customized in many ways according to department need. Examples include:

- Reviewing *employee readiness* to perform specific tasks (Grid 1)
- Identifying *experts* who can transfer knowledge to other employees (Grid 2)
- Determining *overall staffing levels* (Grid 3)
- Sorting out the relative *priority* and importance of a capability (Grid 4)
- Looking for synergies in work across smaller units within your area (Grid 5)

For examples, please see the sample grids that follow.

A basic Capability Grid with instructions and examples can be found at <http://web.mit.edu/hr/oed/toolkits.html>

### Capability Grid Variation 1: Employee Readiness

Department: HR: Organization and Employee Development

Critical Skills / Tasks / Knowledge	Ready Now	Develop in 6-18 months
Conduct strategic planning sessions	Jane Sam	Peter Robin
Teach workshops		
Facilitate team meetings		
Negotiate vendor contracts		
Research and write web content		
Provide individual career coaching		
Conduct a training needs assessment		



## Capability Grid Variation 2: Knowledge Transfer

Department: HR: Organization and Employee Development

Critical Skills / Tasks / Knowledge	Experts Who Can Teach Others	Employees Who Need To Develop This Capability
Conduct strategic planning sessions	Jane	Peter Claire
Teach workshops		
Facilitate team meetings		
Negotiate vendor contracts		
Research and write web content		
Provide individual career coaching		
Conduct a training needs assessment		

## Capability Grid Variation 3: Staff Levels

Department: HR: Organization and Employee Development

Critical Skills / Tasks / Knowledge	In 2008	In 2009	In 2010
Conduct strategic planning sessions	.5 FTE	1 FTE	1 FTE
Teach workshops	2 FTE	1 FTE	1 FTE
Facilitate team meetings			
Negotiate vendor contracts			
Research and write web content			
Provide individual career coaching			
Conduct a training needs assessment			



## Capability Grid Variation 4: Importance Level

Department: HR: Organization and Employee Development

Critical Skills / Tasks / Knowledge	Level of Importance Today (low → high) 1 2 3 4 5	Level of Importance in 3 Years (low → high) 1 2 3 4 5
Conduct strategic planning sessions	4	2
Teach workshops	4	3
Facilitate team meetings	3	2
Negotiate vendor contracts	1	1
Research and write web content	2	4
Provide individual career coaching	3	3
Conduct a training needs assessment	4	5

## Capability Grid Variation 5: Core Work Synergies

1. List Sub-Areas or major task areas for your unit across the top of the grid. (Add/delete columns as needed.)
2. Identify core work in the left-hand column (Add rows as needed.)
3. List activities within each category of work
4. Look for synergies and efficiencies across the different areas

Core Work <i>Determine the right level of description</i>	Sub-unit Name Here	Sub-unit Name Here	Sub-unit Name Here	Sub-unit Name Here
	•	•	•	•
	•	•	•	•
	•	•	•	•
	•	•	•	•
	•	•	•	•