

Capability Management

Sample Lists, Statements, and Reports

Type	List, Statement, or Report	Plans Included?	Sector	Type of Impacts
Outcome	List	Yes	Private	Quantitative
Outcome	Statement	No	Private	Quantitative
Effectiveness	List	No	Private	Quantitative
Effectiveness	Statement	No	Private	Quantitative
Efficiency	List	No	Private	Quantitative
Efficiency	Statement	No	Private	Quantitative
Summary	Report	Yes	Private	Quantitative
Program	Report	Yes	Private	Quantitative
Operations	Report	Yes	Private	Quantitative

Version 6.0

Revision Date: 30-April-2019

Capability Management

Sample List of Outcome Measures and Programs with Quantitative Impacts

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Priority	Business Outcomes and Impact of Capability Mgt Initiatives	Unit of Measure	2018 Actual	2019 Plan
1	Revenue: Increase Sales by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Capability Management Initiatives	None planned		
2	Leadership: Increase Leadership Score by 5 Points to 70.0% (1)			
	Corporate Goal or Actual	Points	0 pts	5 pts
	Impact of Capability Management Initiatives	Points	NA	0.5 pts
	Capability Management Initiatives			
	Extend time in position for managers & supervisors	Tenure (mos)	18.5	21.2
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)			
	Corporate Goal or Actual	Points	1 pt	3 pts
	Impact of Capability Management Initiatives	Points	0 pts	0.5 pt
	Capability Management Initiatives			
	Extend career and succession planning process to all employees	Number	1,056	46,230
4	Safety: Reduce Injuries by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Capability Management Initiatives	None planned		
5	Costs: Reduce Operating Expenses by 15%			
	Corporate Goal or Actual	%	5%	15%
	Impact of Capability Management Initiatives	None planned		
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 80%			
	Corporate Goal or Actual	Points	1.6	4 pts
	Impact of Capability Management Initiatives	None planned		
7	Comply with New Regulations			
	Corporate Goal or Actual	% in compliance	100%	100%
	Impact of Capability Management Initiatives	None planned		
8	Innovation: Generate 10 New Patentable Ideas			
	Corporate Goal or Actual	Number	4	10
	Impact of Capability Management Initiatives	None planned		
9	Retention: Improve Retention of Top Performers by 5 Points to 90%			
	Corporate Goal or Actual	Points	-3 pts	5 pts
	Impact of Capability Management Initiatives	Points	0 pts	0.5 pts
	Capability Management Initiatives			
	Extend career and succession planning process to all employees	Number	1,056	46,230
10	Diversity: Increase Diversity Index by 4 Points to 50%			
	Corporate Goal or Actual	Points	1.1 pts	4 pts
	Impact of Capability Management Initiatives	Points	NA	0.4 pts
	Capability Management Initiatives			
	Extend career and succession planning process to all employees	Number	1,056	46,230

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: The statement could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like the 4% increase in sales due to the initiative) while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like high, medium, or low. For some goals, the initiative may simply be "Essential" to achieving the goal. The four columns are required. Additional columns could be added for previous years actuals.

Capability Management

Sample Business Outcome Statement

with Quantitative Impacts

Results through June

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Priority	Business Outcomes and Impact of Capability Mgt Initiatives	Unit of Measurement	2018 Actual	Q1	2019 Q2	YTD
1	Revenue: Increase Sales by 20%					
	Increase in Sales	Millions of \$	\$3,052	\$890	\$821	\$1,711
	Percent change over year earlier	%	10.0%	15.0%	19.2%	17.1%
	Impact of Capability Management Initiatives	None planned				
2	Leadership: Increase Leadership Score by 5 Points to 73.5% (1)					
	Leadership Score	Points	68.5	69.5	71.5	71.5
	Point change over previous quarter	Points		1.0	2.0	3.0
	Impact of Capability Management Initiatives		NA	0.1	0.2	0.3
	Capability Management Initiatives					
	Extend recommended time in position for managers & supervisors	Tenure (mos)	18.5	20.1	23.5	21.8
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)					
	Engagement Score	Points	66.4	67.1	68.3	68.3
	Point change over previous quarter	Points		0.7	1.2	1.9
	Impact of Capability Management Initiatives	Points	0	0.1	0.1	0.2
	Capability Management Initiatives					
	Extend career and succession planning process to all employees	Number	0	0	13,259	13,259
4	Safety: Reduce Injuries by 20%					
	Number of Injuries	Number	639	125	130	255
	Percent change over year earlier	%	-10.0%	-12.6%	-17.2%	-14.9%
	Impact of Capability Management Initiatives	None planned				
5	Costs: Reduce Operating Expenses by 15%					
	Operating Expenses	%	\$2,611	\$601	\$541	\$1,142
	Percent change over year earlier	%	-5.0%	-7.7%	-13.2%	-10.4%
	Impact of Capability Management Initiatives	None planned				
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 84.5%					
	Satisfaction Score	Points	80.5	81.5	83.4	83.4
	Point change over previous quarter	Points		1.0	1.9	2.9
	Impact of Capability Management Initiatives	None planned				
7	Comply with New Regulations					
	Compliance with New Regulations	% in compliance	100%	100%	100%	100%
	Impact of Capability Management Initiatives	None planned				
8	Innovation: Generate 10 New Patentable Ideas for a Total of 48					
	Number of New Patentable Ideas	Number	38	11	12	23
	Change over year earlier	Number	4	2	5	7
	Impact of Capability Management Initiatives	None planned				
9	Retention: Improve Retention of Top Performers by 5 Points to 90.1%					
	Retention of Top Performers	Points	85.1	85.8	87.1	87.1
	Point change over previous quarter	Points		0.7	1.3	2.0
	Impact of Capability Management Initiatives	None planned		0	0.1	0.1
	Capability Management Initiatives					
	Extend career and succession planning process to all employees		0	0	13,259	13,259
10	Diversity: Increase Diversity Index by 4 Points to 50%					
	Diversity Index	Points	46.0	46.7	48.0	48.0
	Point change over previous quarter	Points		0.7	1.3	2.0
	Impact of Capability Management Initiatives	Points	NA	0	0.2	0.2
	Capability Management Initiatives					
	Extend career and succession planning process to all employees	Number	0	0	13,259	13,259

NOTES: (Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: This detailed statement shows results by quarter. Alternatively, a detailed statement could show results by month and/or at a greater level of granularity. For example, results could be shown at the region, business unit, or district level.

The statement could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like the 4% increase in sales due to the initiative) while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like high, medium, or low. For some goals, the initiative may simply be "Essential" to achieving the goal.

The four columns are required. Additional columns could be added for previous years actuals.

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Sample List of Effectiveness Measures

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	<u>Unit of Measurement</u>	<u>Historical Data Available</u>	<u>Manage or Monitor</u>
Career Development			
Percentage of employees with career discussion	%	Yes	Manage
Career Movement Percentage - Employees	%	Yes	Monitor
Vacancy Rate of Critical Positions	%	Yes	Monitor
Bench Strength			
Percentage of Positions with Ready Replacement	%	Yes	Monitor
Employee Benchstrength	Candidates/position	Yes	Monitor
Managerial Benchstrength	Candidates/position	Yes	Monitor
Supervisor Changes			
Percentage of Employees with Supervisor Changes	%	Yes	Monitor

Preparer's Notes: This statement should contain the most important effectiveness measures.

Capability Management

Sample Effectiveness Statement

Results through June

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	<u>Unit of</u>	<u>2018</u>		<u>2019</u>	
	<u>Measurement</u>	<u>Actual</u>	<u>Qtr 1</u>	<u>Qtr 2</u>	<u>YTD</u>
Career Development					
Percentage of employees with career discussion	%	68%	14%	15%	29%
Career Movement Percentage - Employees	%	23%	10%	13%	23%
Vacancy Rate of Critical Positions	%	8%	7%	5%	6%
Bench Strength					
Percentage of Positions with Ready Replacement	%	4%	15%	38%	38%
Employee Benchstrength	Candidates/position	NA	0.1	0.3	0.2
Managerial Benchstrength	Candidates/position	NA	0.2	0.7	0.5
Supervisor Changes					
Percentage of Employees with Supervisor Changes	%	8.0%	2.0%	1.5%	3.5%

Preparer Notes: Monthly data could also have been used instead of quarterly. The statement could also contain measures which are not included in the high-level statement.

The statement could also show data at a more granular level. For example, measures could be shown for each initiative or by country, region, or business unit.

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Sample List of of Efficiency Measures

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	<u>Unit of Measurement</u>	<u>Historical Data Available</u>	<u>Manage or Monitor</u>
Total Capability Management Cost	Million \$	Yes	Monitor
Career/Sucession Planning Initiative	Million \$	Yes	Manage
Extending tenure of managers and supervisors	Million \$	Yes	Manage
Other	Million \$	No	Manage
Career Development			
Promotions - Employees	Number	Yes	Monitor
Transfers - Employees	Number	Yes	Monitor
Bench Time			
Average Time in Position - Employees	Months	Yes	Monitor
Average Time in Position - Supervisors & Managers	Months	Yes	Monitor
Average Time to Promotion - Employees	Months	Yes	Monitor
Average Time to Promotion - Supervisors and Managers	Months	Yes	Monitor
Average Time to Transfer - Employees	Months	Yes	Monitor
Average Time to Transfer - Supervisors and Managers	Months	Yes	Monitor
Note: End of Period Headcount			
Employees	Number	Yes	Monitor
Supervisors & Managers	Number	Yes	Monitor
Department Heads and Officers	Number	Yes	Monitor
Total	Number	Yes	Monitor

Preparer's Notes: This statement should contain the most important efficiency measures.

The four columns are required. Additional columns may be added.

Capability Management

Sample Efficiency Statement

Results through June

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	Unit of Measurement	2018	2019						
		Actual	Jan	Feb	Mar	Apr	May	Jun	YTD
Total Hiring Cost	Thousand \$	\$5,936,898	\$976,457	\$1,051,086	\$1,048,562	\$1,052,020	\$1,056,131	\$1,065,110	\$6,249,366
Internal Hiring Cost	Thousand \$	\$301,918	\$49,562	\$51,230	\$54,001	\$53,264	\$55,897	\$53,854	\$317,808
External Hiring Cost	Thousand \$	\$5,634,980	\$926,895	\$999,856	\$994,561	\$998,756	\$1,000,234	\$1,011,256	\$5,931,558
Total Capability Management Cost	Thousands \$	\$427,371	\$75,301	\$75,901	\$78,260	\$80,270	\$80,438	\$84,687	\$474,857
Career/Sucession Planning Initiative	Million \$	\$170,080	\$28,123	\$28,965	\$30,148	\$32,589	\$33,256	\$35,897	\$188,978
Extending tenure of managers and supervisors	Million \$	\$79,306	\$14,589	\$14,789	\$14,986	\$14,785	\$13,968	\$15,001	\$88,118
Other	Million \$	\$177,985	\$32,589	\$32,147	\$33,126	\$32,896	\$33,214	\$33,789	\$197,761
Career Development									
Promotions - Employees	Number	3,400	398	489	501	546	564	578	3,076
Transfers - Employees	Number	6,300	1,008	1,102	1,069	1,201	1,256	1,358	6,994
Bench Time									
Average Time in Position - Employees	Months	33	38	37	36	35	33	33	35
Average Time in Position - Supervisors & Managers	Months	22	22	24	24	25	27	28	25
Average Time to Promotion - Employees	Months	39	41	40	39	37	35	35	38
Average Time to Promotion - Supervisors and Managers	Months	17	16	18	19	22	22	23	20
Average Time to Transfer - Employees	Months	30	34	32	33	31	32	30	32
Average Time to Transfer - Supervisors and Managers	Months	22	23	22	24	23	25	24	24
		<u>Average</u>							<u>Average</u>
Note: End of Period Headcount - Employees	Number	37,597	39,365	39,456	39,489	39,563	39,613	39,756	39,575
- Supervisors and Managers	Number	5,375	5,946	5,951	5,967	5,980	5,989	5,997	5,972
- Department Heads and Officers	Number	218	222	222	225	226	227	229	225
- Total	Number	43,189	45,533	45,629	45,681	45,769	45,829	45,982	45,737

Preparer Notes: Quarterly data could also have been used instead of monthly. The statement could also contain measures which are not included in the high-level statement.

The statement could also show data at a more granular level. For example, measures could be shown for each initiative or by country, region, or business unit.

Capability Management

Sample Summary Report

with Quantitative Outcomes

Results Through June

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		2019					
	Unit of Measurement	2018 Actual	Plan	Jun YTD	Comparison to Plan	Forecast	Comparison to Plan
Impact of Capability Management Initiatives							
Increase Leadership Score by 5 points to 70%							
Corporate Goal or Actual	Points	0 pts	5 pts	3 pts	2 pts below	4 pts	1 pt below
Impact of Capbility Management Initiatives	Points	NA	.5 pt	.3 pt	.2 pt below	.4 pt	.1 pt below
Extend recommended time in position for managers & supervisors	Months	18.5	21.2	21.8	103%	21.1	100%
Increase Engagement Score by 3 Points to 75%							
Corporate Goal or Actual	Points	1 pt	3 pts	1.9 pts	1.1 pt below	3 pts	on plan
Impact of Capbility Management Initiatives	Points	0 pts	.5 pt	.2 pt	.3 pt below	.5 pt	on plan
Extend career and succession planning process to all employees	Number	1,056	46,000	13,259	29%	44,000	96%
Retention: Improve Retention of Top Performers by 5 Points to 90%							
Corporate Goal or Actual	Points	-3 pts	5 pts	2 pts	3 pts below	5 pts	on plan
Impact of Capbility Management Initiatives	Points	0 pts	.5 pt	.2 pt	.3 pt below	.5 pt	on plan
Extend career and succession planning process to all employees	Number	1,056	46,000	13,259	29%	44,000	96%
Increase Diversity Index by 4 Points to 50%							
Corporate Goal or Actual	Points	1.1 pts	4 pts	2 pts	2 pts below	4 pts	on plan
Impact of Capbility Management Initiatives	Points	NA	.5 pt	.2 pt	.3 pt below	.5 pt	on plan
Extend career and succession planning process to all employees	Number	1,056	46,000	13,259	29%	44,000	96%
Effectiveness							
Percentage of employees with career discussion	%	68%	100%	29%	71% below	90%	10% below
Career Movement Percentage - Employees	%	32%	50%	23%	27% below	45%	5% below
Vacancy Rate of Critical Positions	%	8%	5%	6%	1% above	5%	on plan
Percntage of Positions with Ready Replacement	%	4%	80%	24%	56% below	70%	10% below
Employee Benchstrength	Candidates/position	NA	0.5	0.2	40%	0.4	80%
Managerial Benchstrength	Candidates/position	NA	1.0	0.5	50%	1.0	100%
Efficiency							
Total Capability Management Cost	Million \$	\$0.5	\$1.1	\$0.5	45%	\$1.0	91%
Promotions - Employees	Number	3,968	6,000	3,076	51%	6,200	103%
Transfers - Employees	Number	7,842	14,000	6,994	50%	14,000	100%
Average Time in Position - Employees	Months	39	32	35	110%	32	100%
Average Time in Position - Supervisors & Managers	Months	19	24	23	94%	24	100%
Average Time to Promotion - Employees	Months	42	36	38	106%	36	100%
Average Time to Promotion - Supervisors and Managers	Months	16	24	20	83%	24	100%
Average Time to Transfer - Employees	Months	35	30	32	107%	30	100%
Average Time to Transfer - Supervisors and Managers	Months	23	24	24	100%	24	100%

Preparer's Notes: This management report should contain the most important outcome, effectiveness and efficiency measures from the three statements.

The choice of measures is up to each organization.

This example contains quantitative measures (like a 4 % increase in sales) for the impact of initiatives on goals instead of qualitative measures like a High, Medium, or Low impact on sales.

The headings like Impact of Talent Acquisition Initiatives are customizable. Choose a heading name that makes sense for your organization.

Likewise, group the measures together in a way that makes sense for your organization.

The five columns are required. Additional columns may be added such as Forecast as % of Plan

Capability Management

Sample Program Report

Extend time in position for managers & supervisors

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		2019						
	Unit of Measurement	2018 Actual	Plan	YTD	Comparison to Plan	Forecast	Comparison to Plan	
Enterprise Goal: Leadership: Increase Leadership Score by 5 Percentage points	%	2.0%	5.0%	3.0%	On plan	4.6%	Near plan	
Planned Impact of Capability Management Initiatives (10% for plan year)	%	NA	0.5%	0.3%	On plan	0.6%	On plan	
Goal Owner: John Smith, Chief People Officer / Succession Planning Leader								
Program: Extend time in position for managers & supervisors from 18.5 to 21.2 months	Months	18.5	21.2	21.8	102.8%	21.1	99.5%	
Effectiveness								
Career Development - Managers & Supervisors								
Percentage of Managers & Supervisors with career discussion	%	68%	85%	90%	5% above	95%	10% above	
Career Movement Percentage - Managers & Supervisors	%	23%	25%	26%	1% above	26%	1% above	
Vacancy Rate of Critical Manager & Supervisors Positions	%	8%	8%	8%	on plan	8%	on plan	
Bench Strength - Managers & Supervisors								
Employee Benchstrength (Ready for promotion to Supervisor)	Candidates/position	NA	0.30	0.40	.1 above	0.35	.05 above	
Involuntary Turnover of Ready to Promote Employees	%	7.0%	6.0%	4.5%	1.5% below	5.0%	1% below	
Managerial Benchstrength (Supervisors ready for promotion to Manager)	Candidates/position	NA	0.40	0.45	.05 above	0.50	.1 above	
Involuntary Turnover of Ready to Promote Supervisors	%	10.0%	8.0%	7.0%	1% below	6.5%	1.5% below	
Department Heads/Officer Benchstrength (Managers ready for Promotion)	Candidates/position	NA	0.60	0.60	on plan	0.60	on plan	
Involuntary Turnover of Ready to Promote Managers	%	7.0%	5.0%	4.5%	.5% below	4.5%	.5% below	
Efficiency								
Bench Time - Supervisors & Managers								
Average Time in Position - Supervisors & Managers	Months	22	26	25	96%	26	100%	
Supervisors	Months	20	22	20	91%	21	95%	
Managers	Months	24	26	26	100%	26	100%	
Average Time to Promotion - Supervisors and Managers	Months	17	22	20	91%	21	95%	
Supervisors	Months	17	22	20	91%	21	95%	
Managers	Months	17	22	21	95%	21	95%	
Average Time to Transfer - Supervisors and Managers	Months	22	24	22	92%	22	92%	
Supervisors	Months	22	24	22	92%	22	92%	
Managers	Months	22	24	21	88%	22	92%	

Capability Management

Sample Operations Report

Results through June

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			2019				
	Unit of Measurement	2018 Actual	Plan	Jun YTD	Comparison to Plan	Forecast	Comparison to Plan
<u>Effectiveness Measures</u>							
Career Development							
Percentage of employees with career discussion	%	68%	74%	29%	45% below	80%	6% above
Career Movement Percentage - Employees	%	23%	25%	23%	2% below	25%	on plan
Vacancy Rate of Critical Positions	%	8%	8%	9%	1% above	8%	on plan
Bench Strength							
Percentage of Positions with Ready Replacement	%	4%	30%	38%	8% above	35%	5% above
Employee Benchstrength	Candidates/position	NA	0.4	0.2	50%	0.5	100%
Managerial Benchstrength	Candidates/position	NA	0.6	0.5	75%	0.6	100%
Supervisor Changes							
Percentage of Employees with Supervisor Changes	%	8.0%	4.0%	3.5%	.5% below	3.8%	.2% below
<u>Efficiency Measures</u>							
Career Development							
Promotions - Employees	Number	3,968	6,000	3,076	51%	6,200	100%
Transfers - Employees	Number	7,842	14,000	6,994	50%	14,000	100%
Bench Time							
Average Time in Position - Employees	Months	39	32	35	110%	32	100%
Average Time in Position - Supervisors & Managers	Months	19	24	23	94%	24	100%
Average Time to Promotion - Employees	Months	42	36	38	106%	36	100%
Average Time to Promotion - Supervisors and Managers	Months	16	24	20	83%	24	100%
Average Time to Transfer - Employees	Months	35	30	32	107%	30	100%
Average Time to Transfer - Supervisors and Managers	Months	23	24	24	100%	24	100%
Total Capability Management Cost							
Career/Sucession Planning Initiative	Million \$	\$0.5	\$1.1	\$0.5	45%	\$1.0	91%
Extending tenure of managers and supervisors	Million \$	NA	\$0.4	\$0.2	50%	\$0.4	100%
Other	Million \$	NA	\$0.2	\$0.1	50%	\$0.2	100%
	Million \$	\$0.5	\$0.5	\$0.2	40%	\$0.4	80%

Preparer Notes: Measures for this management report are selected from the Efficiency Statement. The Operations Report may include all the measures from the Efficiency Statement or a subset. The selected measures should be those that will be actively managed on a monthly basis and thus will have a forecast which can be updated monthly. The five columns are required. Additional columns may be added including Forecast as a % of Plan. Headings such as Career Development and Bench Time and the measures included for each are customizable and may be selected to meet the needs of the organization.

Current Year	Next Year
2018	2019

Note: Change the current year to also alter the "Next Year" field