

# Using Capability Models to Measure Impact and Success

---

## The UCalgary CE Corporate Training Story and Journey

### Presenters:

#### **Alana Farmer**

Business Analyst, Continuing Education, Operations & IS Services  
Continuing Education, University of Calgary

#### **MacDonald Oguike**

Director Corporate Training & Workforce Development  
Continuing Education, University of Calgary

2025



UNIVERSITY OF  
CALGARY

# Who are we?



**MacDonald Oguike**

Business & Education Management Professional

- **Industry Experience:** Over 20 years of professional industry experience across Private, Public and Start-up sectors with industries like the HealthCare, Medical Devices, Energy, Chemicals, Agricultural, Education and non-profit.
- **Education Expertise:** Teaching and Learning (Curriculum Development, Instructional Delivery), Academic Administration (Program Leadership, Education Management Student Advising), Research Projects
- **HR Expertise:** HR Business Capability Management, Talent Management, Organizational Development, DEI, Workforce Development, Employee Experience, HRM Service Delivery Modelling, Talent Acquisition, HR Technology, and Digital Transformation in HR.
- **Management Experience:** managed over 29+ teams and 200+ projects (formal & informal) in North America, Europe, Africa, Asia & South America
- **Leader Quality Development Initiatives:** Leadership Development work has impacted over 500,000+ Leaders Globally



**Alana Farmer**

Business Analyst

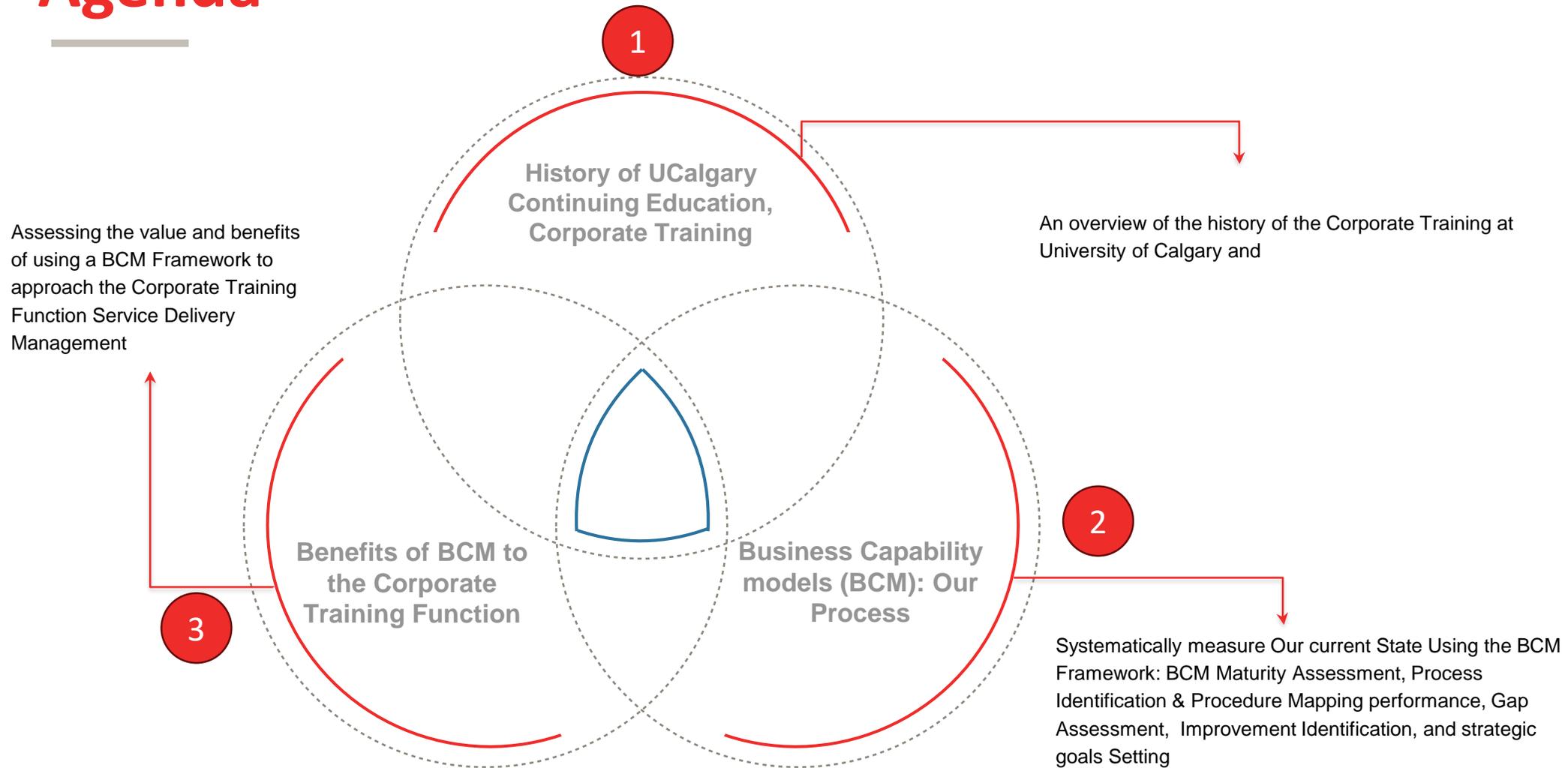
Business Analyst at the University of Calgary with 20 years of experience in the post-secondary sector and more than eight years specializing in business analysis.

Grounded in hands-on experience across diverse functions, including student services, admissions, program coordination, and records management—giving a comprehensive understanding of institutional operations and learner needs. Known for a thoughtful and practical approach to solving complex challenges.

Focus on bridging the gap between strategy and execution by applying people-centered analysis tools that bring clarity, foster alignment, and support strategic decision-making.

Key area of work involves the use of capability models to help organizations understand, articulate, and measure their impact.

# Agenda



# Introduction

---

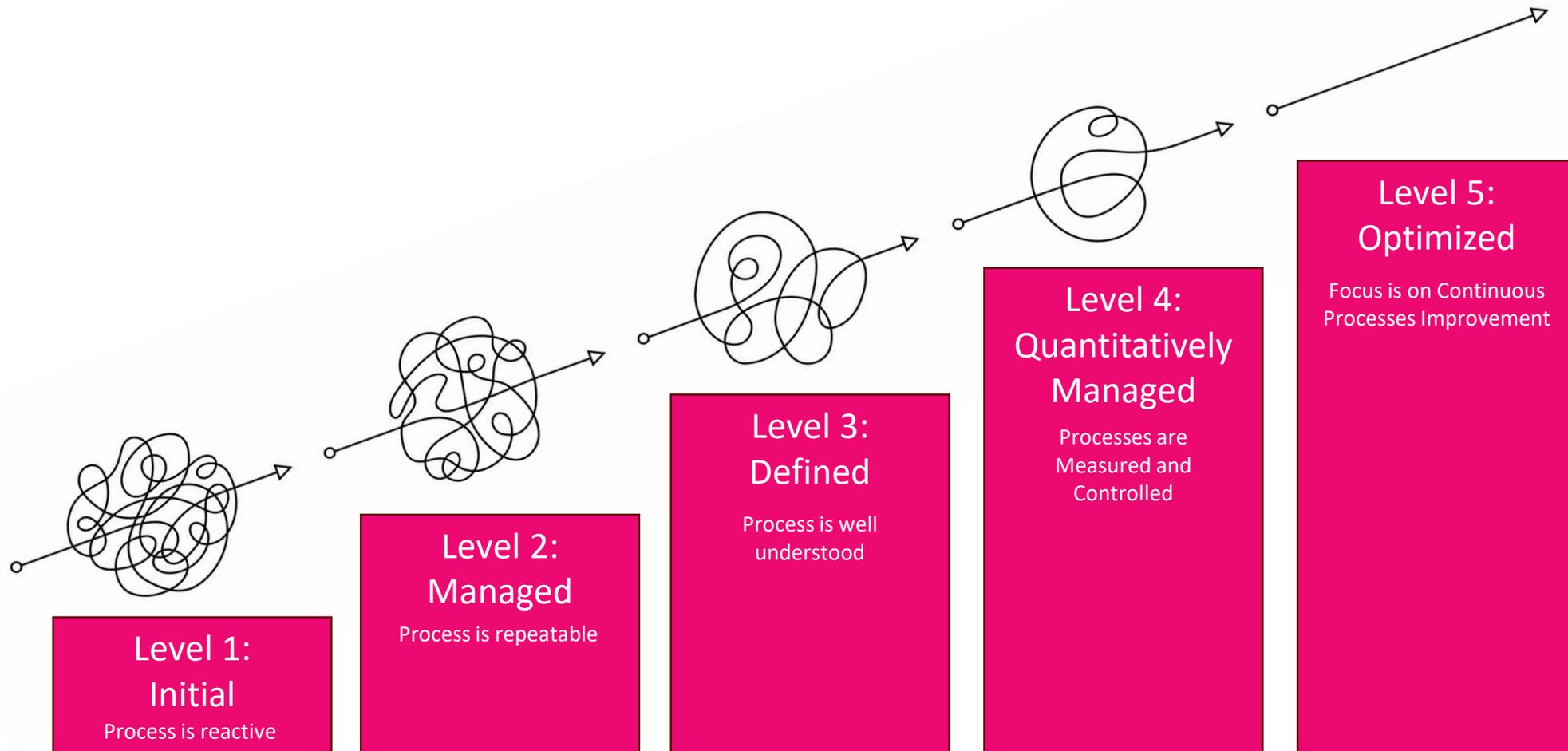
- Three Levels Systemization, Operational & Governance Levels
- How UCalgary successfully uses this BCM approach to engage corporate clients and communicate collaborative industry programs' impact using specific performance metrics used to demonstrate their impact.
- Customer Journey Map: to identify client needs and expectations in alignment with our resources, expertise and process
- Program Delivery: Customer Satisfaction Focus Area
- Performance Measurement: Identification on internal Metrics and External (Client) Success Evaluation Criteria
- Internal Documentation and Standardized process with client (Course Enrolment & Management Process)
- Systemization



# Overview of BCM

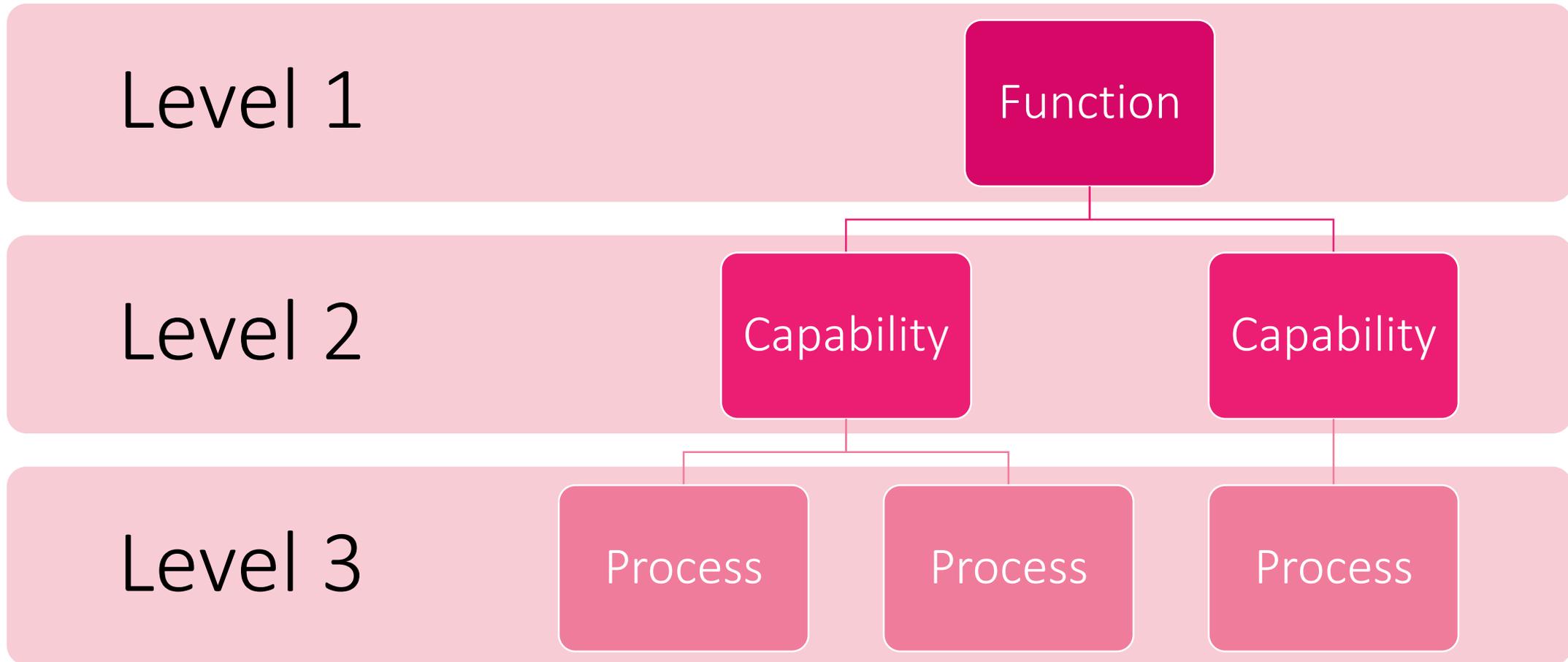
## Section 1

# Capability Maturity Model – Governance Level



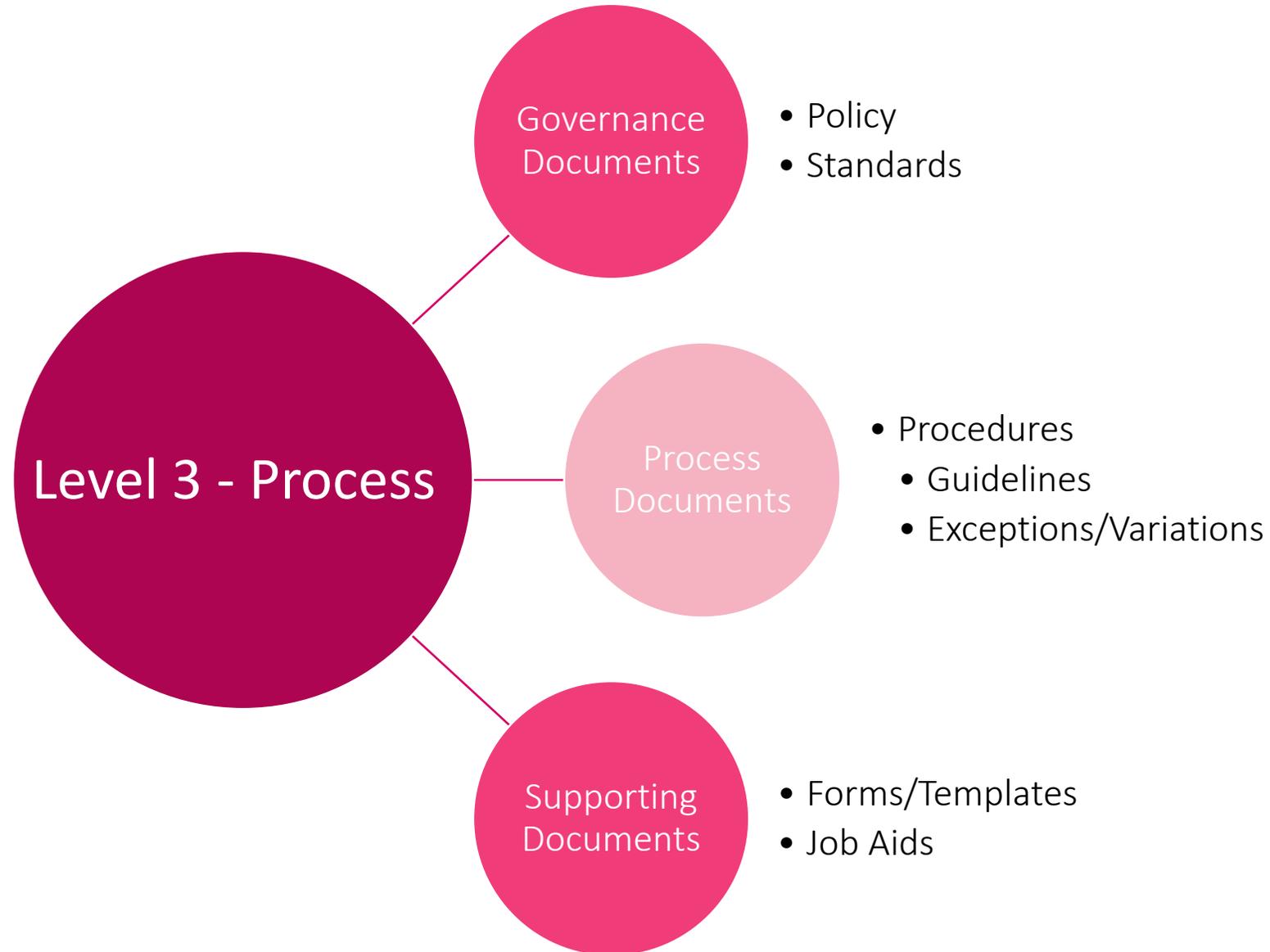
# Process Document Framework – Operational Levels

---



# Process Documentation Framework – Systemization Level

---

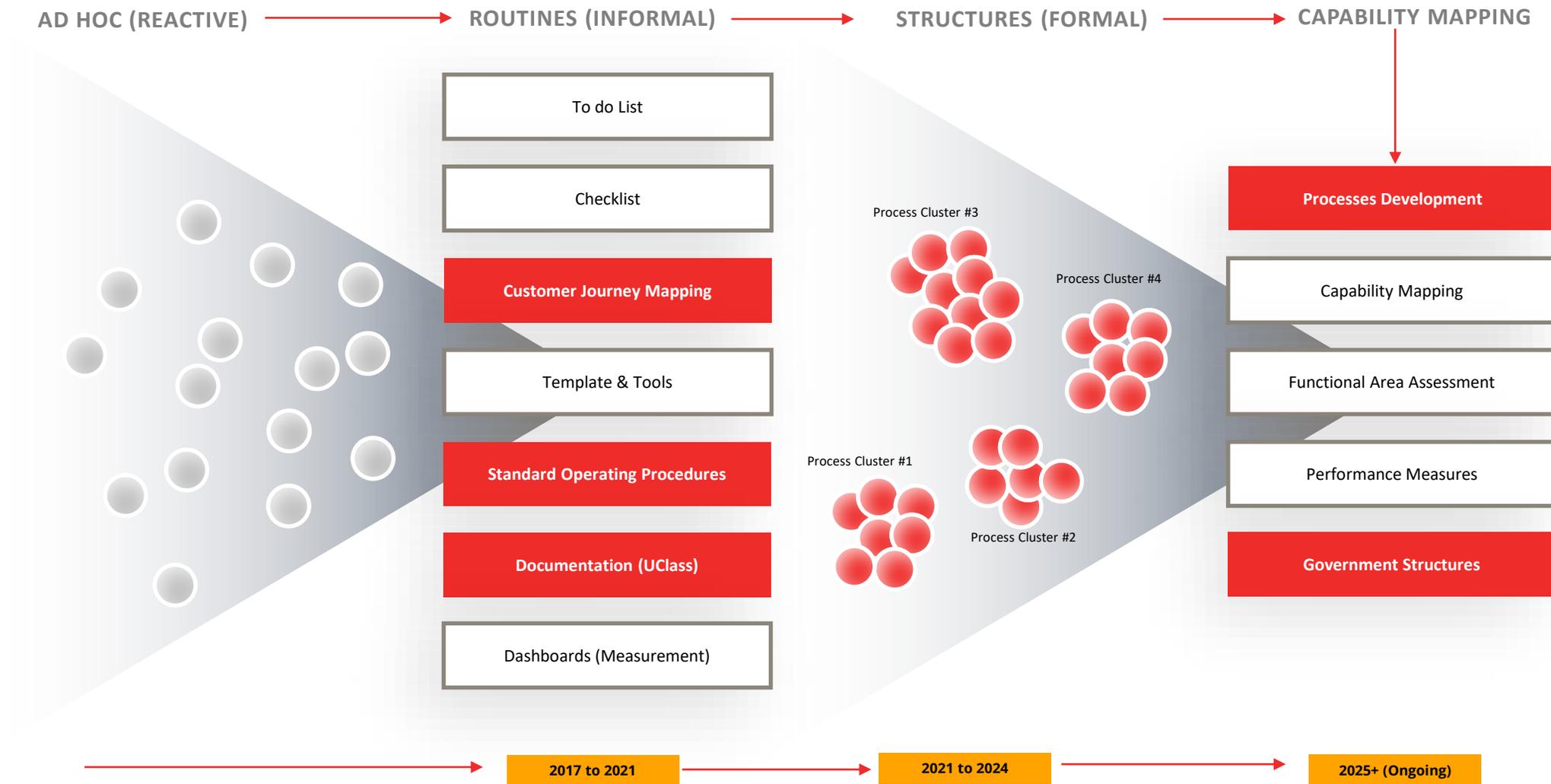


# Our History: Before 2018 & After – Our Perspective

---

*The Quest to Measure what matters,  
focus resources, and amplify impact in a  
Competitive Space*

# Our History: Before 2018 & After



# Why Do we Use Capability Models?

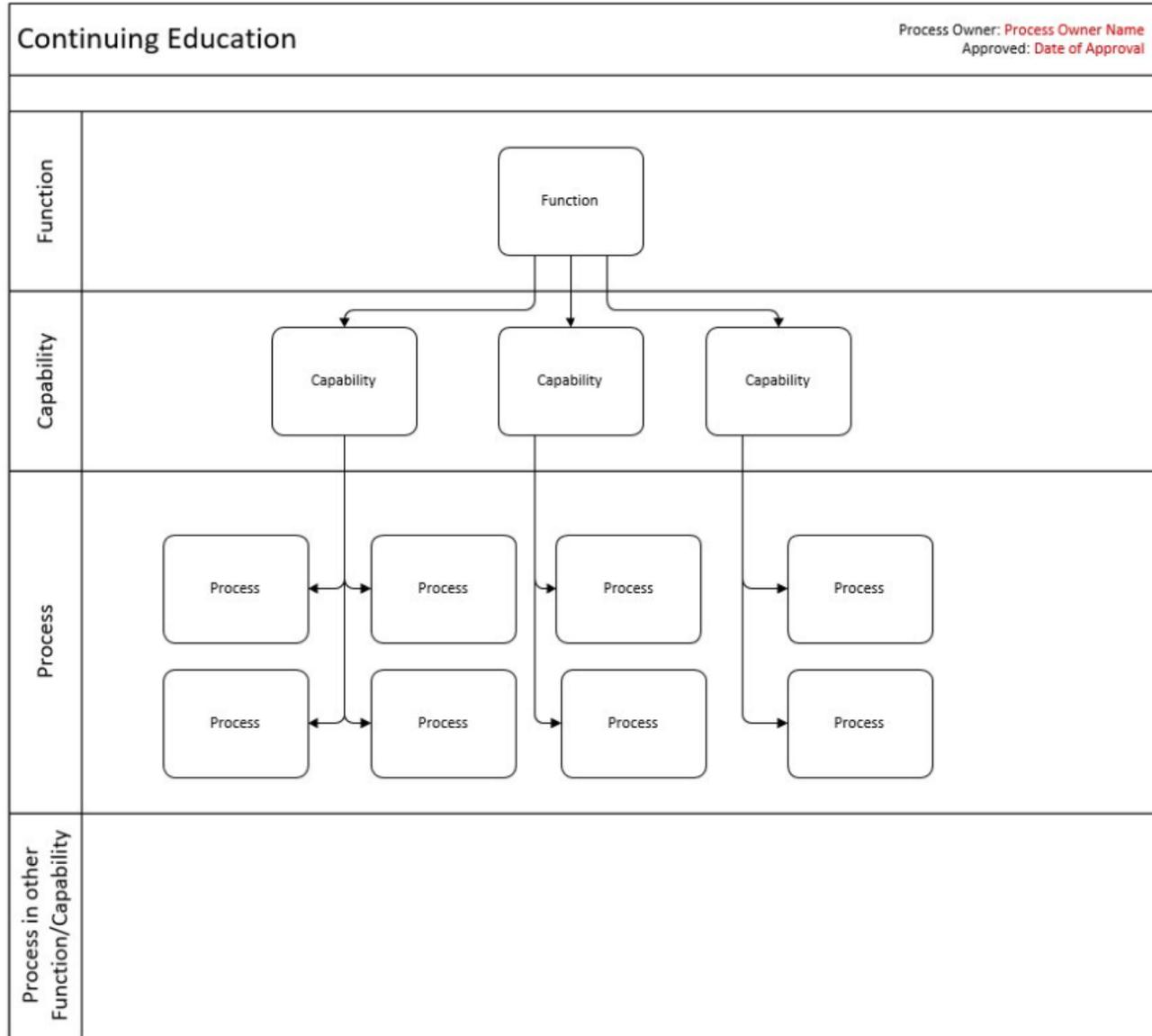
---

- **Assess current organizational maturity:**
  - Identify Key Capabilities
  - Evaluate UCalgary current state against specific defined Industry capability model (e.g., LERN and CAUCE Guidelines)
  - Define Metrics for Success, Analyze Gaps and Prioritize Improvements (Strategic Initiatives)
- **Drive Operational Efficiency and Quality Assurance:**
  - Helping Corporate/Contract Training track Operational Management progress,
  - Uncover inconsistency or gaps in Service delivery and support continuous improvement.
  - Align with functional (other departmental) efforts. E.g., Open Enrolment (Academic Programs), Program Development, Marketing, Corporate Client engagement Registration & Student Services
- **Measure Outcomes and ROI:**
  - Track Progress Over Time
  - Measure what matters, focus resources, and amplify impact

# Key Capabilities for a Corporate Training

Capability Area	Description
<b>Business Development &amp; Client Engagement</b>	<ul style="list-style-type: none"><li>• Skill in understanding and responding to corporate client needs.</li></ul>
<b>Program Development &amp; Customization</b>	<ul style="list-style-type: none"><li>• Ability to use company's needs to design, launch, and iterate on industry-aligned training programs.</li></ul>
<b>Learning Impact Measurement</b>	<ul style="list-style-type: none"><li>• Processes to assess and report learner perspectives and tie to organizational outcomes.</li></ul>
<b>Instructional Quality &amp; Delivery</b>	<ul style="list-style-type: none"><li>• Ability to ensure high-quality, engaging instructional experiences.</li></ul>
<b>Marketing &amp; Business Development</b>	<ul style="list-style-type: none"><li>• Capability to attract and retain corporate partners.</li></ul>
<b>Technology Integration</b>	<ul style="list-style-type: none"><li>• Use of platforms, tools, and analytics to enhance learning and operations.</li></ul>
<b>Operational Excellence</b>	<ul style="list-style-type: none"><li>• Efficiency in managing budgets, resources, schedules, and logistics.</li></ul>

# Sample CT Capability Map



# Mapping Your Corporate Training BCM

## ASSESS YOUR UNIT

- Surveys and Interviews: Gather qualitative data.
- Data Analytics: Use existing metrics to measure performance.
- Workshops: Engage teams in self-assessment exercises.

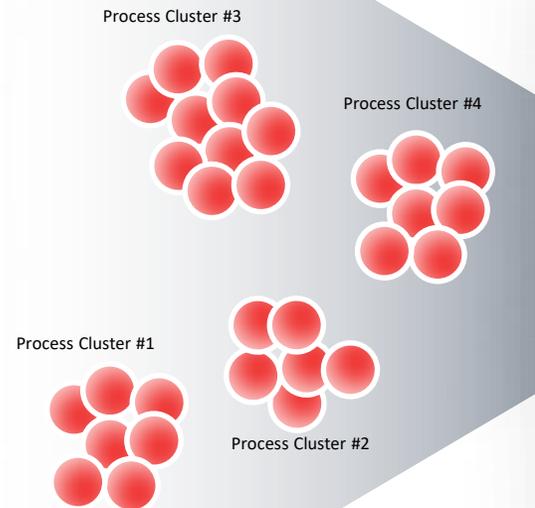
## GATHER ROUTINES (INFORMAL)

- Document Materials (To-do List, Checklist etc.)
- Start creating SOPs and Standards (e.g., Customer Journey Maps)



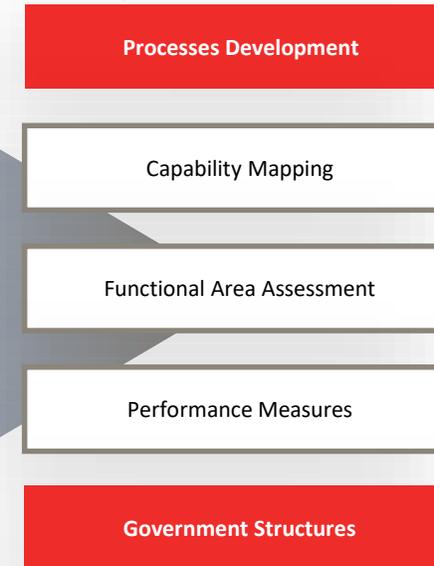
## DOCUMENT PROCESSES

- Hire a Business Analyst (Business Process Mapping Skills)
- Engage stakeholders to identify roles and accountabilities (Swim Lanes)
- Create Process Drafts and Gather Feedback
- Feedback Loop: Map Process to Capabilities (Clusters of Processes)
- Co-create Capability Maps with input from team members, other departments (e.g. operations) and Leadership.



## CAPABILITY MAPPING

- identify essential operational and strategic capabilities.
- Compare with industry standards or competitor capabilities.
- Prepare Change Management Plan & Engage Leadership
- Identify Governance Model
- Track and communicate progress based on operationalization



1 – 3 YEARS

# Measuring Impact and Success

Capability Area	What to Measure (Metrics)?
<b>Business Development &amp; Client Engagement</b>	<ul style="list-style-type: none"> <li>• Repeat business rate</li> <li>• client satisfaction</li> <li>• Average Contract Price</li> </ul>
<b>Program Development &amp; Customization</b>	<ul style="list-style-type: none"> <li>• Timeline between Proposal Submission &amp; Acceptance</li> <li>• Number of Proposals Accepted</li> <li>• Number of Signed Contract after Proposal Acceptance</li> <li>• Customer (Decision Maker) Satisfaction</li> </ul>
<b>Learning Impact Measurement</b>	<ul style="list-style-type: none"> <li>• Pre/post assessment scores or data,</li> <li>• Participants Stories,</li> <li>• Client-reported business improvements,</li> <li>• Usage of Tools &amp; Templates</li> </ul>
<b>Instructional Quality &amp; Delivery</b>	<ul style="list-style-type: none"> <li>• Instructor ratings</li> <li>• Learner feedback</li> <li>• Completion rates</li> </ul>
<b>Marketing &amp; Business Development</b>	<ul style="list-style-type: none"> <li>• Average Leads Per Month</li> <li>• Total Number of Signed Contracts &amp;</li> <li>• Corporate Partnerships, revenue growth</li> </ul>

# Focus Resources\*: Sample Swimlane Process Map

- Focus resources

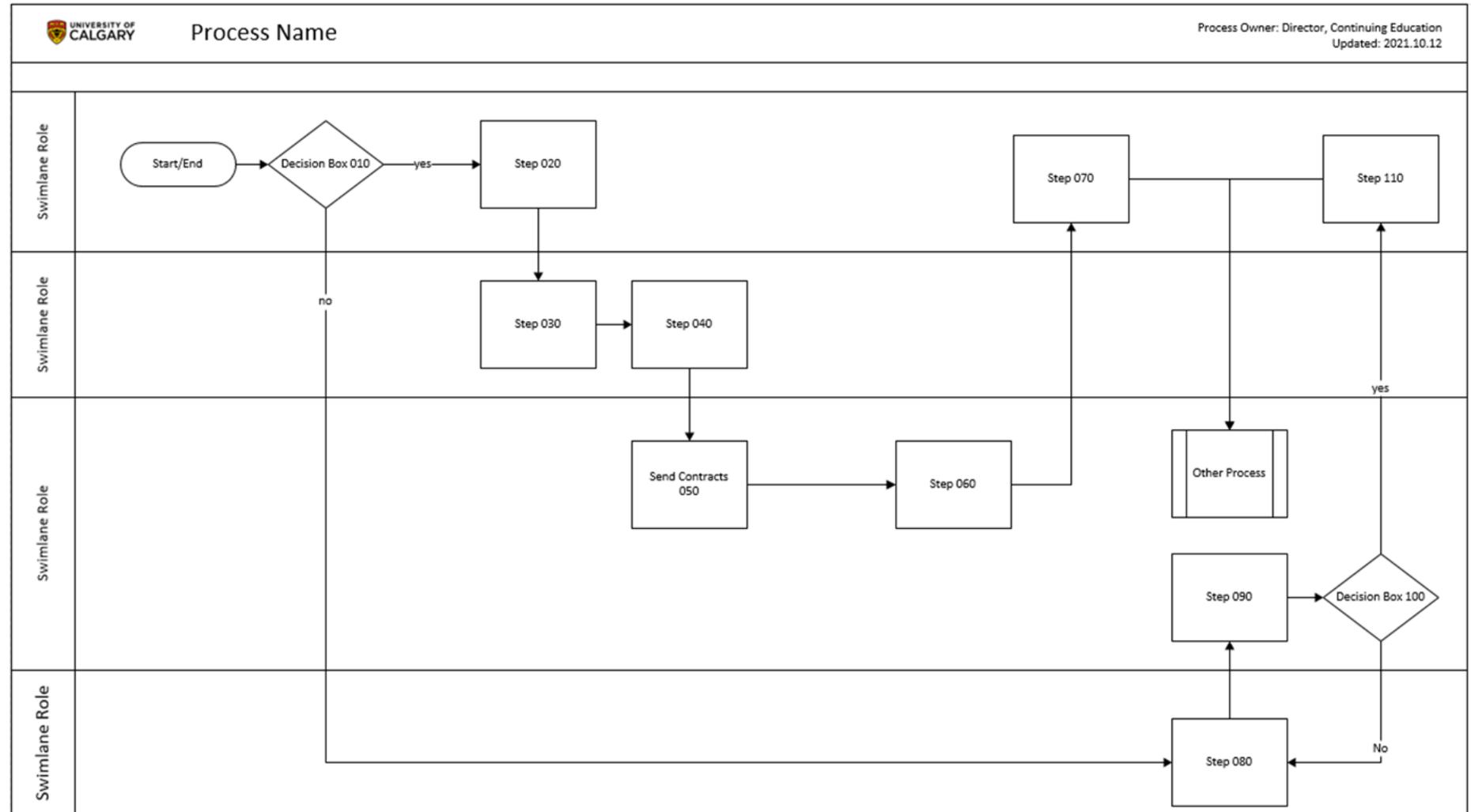
- Stakeholders: Getting the right people to do the job
- Job Profiles: Team Composition

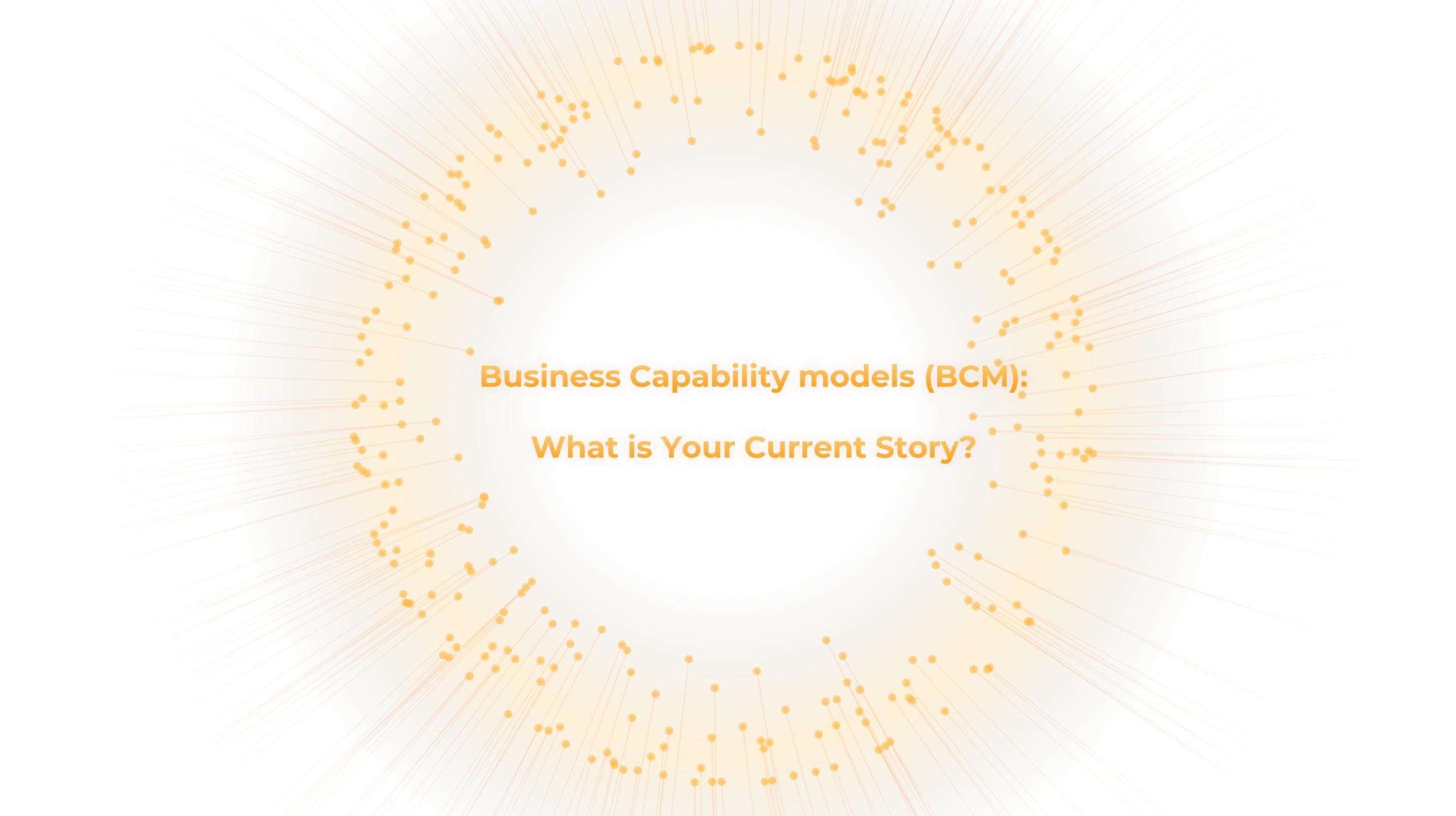
- Eliminate misalignment & Waste

- Identifies decision making steps
- Conflict with other units
- Too many steps and re-work in completing Service Delivery tasks

- Systemizing the Business Operations and Activities

- Establishing Standards around how we work
- Developing Business Continuity Capacity (If we win the lottery :D)



The background features a complex network of thin, light orange lines radiating from a central area, connecting to numerous small, solid orange circular nodes. The nodes are distributed across the frame, with a higher density in the center and towards the edges, creating a sense of interconnectedness and flow. The overall aesthetic is clean and modern, with a soft, glowing effect around the central text.

**Business Capability models (BCM):**

**What is Your Current Story?**

**Thank You**