

Business Capability Statement & Procurement Readiness

CCR-12 | Business Growth & Contracting | Executive implementation toolkit | October 2026

Executive briefing

A capability statement should help a buyer understand what the business delivers, where it operates, and why it can perform—not merely look attractive.

Intended users: small business owners, operations leaders, supervisors, and designated program coordinators.

Deliverable: an accountable, documented process with field-ready forms, decision points, and management verification. Adapt this resource to actual operations, jurisdiction, and workforce.

1 | Governance and accountability

Role	Accountability
Executive sponsor	Approve scope, resources, escalation authority, and management review.
Program owner	Maintain procedure, records, deadlines, and periodic review.
Supervisor	Apply controls during daily work and verify employees understand expectations.
Employees / contractors	Follow procedures, report gaps, and participate in practical improvement.

2 | Implementation procedure

Step 1

Define primary services and the buyer problems each service solves.

Required evidence: record who completed this step, when, which locations or personnel were covered, and any unresolved exceptions. Assign an owner and completion date for exceptions.

Step 2

Provide accurate legal name, service area, contact information, and business identifiers where appropriate.

Required evidence: record who completed this step, when, which locations or personnel were covered, and any unresolved exceptions. Assign an owner and completion date for exceptions.

Step 3

Select relevant industry codes and certifications only after verification.

Required evidence: record who completed this step, when, which locations or personnel were covered, and any unresolved exceptions. Assign an owner and completion date for exceptions.

Step 4

Describe differentiators with objective evidence: capacity, methods, quality systems, and relevant experience.

Required evidence: record who completed this step, when, which locations or personnel were covered, and any unresolved exceptions. Assign an owner and completion date for exceptions.

Step 5

Use concise project examples with scope, outcome, and client permission where needed.

Required evidence: record who completed this step, when, which locations or personnel were covered, and any unresolved exceptions. Assign an owner and completion date for exceptions.

Step 6

Maintain a bid-readiness checklist for insurance, licensing, references, financial capacity, and required registrations.

Required evidence: record who completed this step, when, which locations or personnel were covered, and any unresolved exceptions. Assign an owner and completion date for exceptions.

3 | Management control points

Control point	Verification question	Evidence to retain
Scope	Does the process cover all affected sites, shifts, and nonroutine activities?	Scope list, interviews, change log
Execution	Are controls followed in real work rather than only written down?	Observation notes, worker feedback
Exceptions	Are serious gaps escalated and interim protections applied?	Issue register, stop-work or isolation record
Closure	Was the final corrective action tested for effectiveness?	Verifier name, date, objective evidence
Review	Are recurring issues discussed and resourced by leadership?	Review minutes, trend report

4 | Completed management scenario

Situation

A facilities buyer requests evidence of multi-site cleaning and environmental compliance experience.

Immediate response

Present two relevant, verifiable projects with scale, deliverables, and outcomes; avoid unsupported superlatives.

Durable control and evidence

Confirm insurance and staffing capacity before making a bid commitment.

Management lesson: document the underlying exposure, not only the visible symptom; confirm the selected control remains effective during normal operations.

5 | Printable working register

Company/site: _____ Responsible manager: _____ Review period: _____

Buyer / opportunity	Core capability	Proof / past performance	Requirement gap	Owner / next action
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Issue escalation / decision record

Issue and consequence	Interim protection	Owner / due date	Closure verification
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

6 | Supervisor discussion guide

- Can the buyer see your core service in ten seconds?
- Are certifications current and accurately described?
- Can you substantiate every performance claim?

Ask workers for examples, not just yes/no answers. Document material concerns and report back on actions taken.

7 | 30-day deployment roadmap

Timeframe	Management action	Acceptance evidence
Days 1–5	Appoint owner, determine scope and baseline gaps	Approved scope and responsibility chart
Days 6–10	Pilot the procedure with a representative team	Completed pilot record and worker feedback
Days 11–20	Apply across relevant sites; correct urgent deficiencies	Action register with named owners
Days 21–30	Sample completed actions; review recurring problems	Verification record and management decision log

8 | Performance review and document control

Indicator	How to evaluate
Coverage	Completed required reviews ÷ scheduled reviews × 100
Overdue actions	Count overdue actions by severity; review reasons

	and interim controls
Repeat issues	Track recurring root causes and locations
Effectiveness	Sample closed actions to confirm controls remain in place

9 | Regulatory and professional references

Primary orientation: General contracting guidance; verify solicitation-specific requirements and representations. Applicability and precise requirements must be confirmed for the operation and jurisdiction. Source portal: <https://www.sba.gov/federal-contracting>. Check current federal, state, and local requirements before relying on this material.

Document ID CCR-12 | Version 3.0 | Status: DRAFT FOR TECHNICAL REVIEW | Review owner: designated Continental subject-matter reviewer.

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