Resource type: Project 13

Capable Owner Maturity Tool

This maturity tool should be used by senior executives of infrastructure organisations to raise the awareness of the organisation's capabilities through discussion and gap analysis. Successful use would help guide recruitment, inform senior management of capability maturity, spot development opportunities, and identify the next level of maturity. Whilst it is not assumed that an owner organisation would be able to strive to reach Level 3 maturity across all 6 capabilities simultaneously due to the time and financial investment that this requires; the tool will help to identify the current level of organisational capability, which will in turn inform the prioritisation of activity to allow each particular owner organisation to reach Level 3 maturity over time.

Capable Owner Level	0 (Traditional Client)	1 (Collaborative Client)	2 (Intelligent Client)	3 (Capable Owner)
Articulating the voice of the customer	Limited knowledge and understanding of customer needs, they have limited influence on our decisions.	Basic knowledge and understanding of customer needs; they are beginning to influence our decisions.	Comprehensive knowledge of customer needs; we attempt to meet them but do not always do so.	Comprehensive knowledge and understanding of present and future customer needs; we meet and exceed their expectations.
Value-driven mind-set	Value defined by Cost-Benefit Analysis of outputs; we focus on cost rather than value.	Understand the difference between outputs and outcomes. We rely on suppliers to achieve outcomes.	Greater focus on outcomes, but culturally focused on asset creation.	Deep understanding of value; value drives us as a supplier of infrastructure services. Take full responsibility for achieving the value embedded in outcomes.
Articulating the voice of operations	Minimum recognition of needs and requirements of operations; focused on projects; cost and schedule driven behaviours supported by emphasis on value engineering.	Understand life-cycle costs, but operations only involved at hand-over; limited time spent at front end of projects.	Ongoing engagement of operations embedded in the project team throughout the lifecycle starting with front end definition. Responsive and continuous engagement from operations.	Integrated asset development and asset management capability with both functions perceived as equals in the organisation.
Relating to the ecosystem	Transactional in relationships; mainly personality-driven relationships; limited contractual constructs; do not support collaboration; restrict opportunities for innovation.	Collaborate in project relationships; confident in commitments, repeat contracts and alliancing; ask for innovation from suppliers, but limited understanding on how to capitalise on it.	Build a truly collaborative environment at programme level; relationship-based contracts with aligned objectives. Deep enough understanding of project execution to challenge suppliers when their performance is below expectations. Encourage innovation.	Create an aligned business eco-system extending beyond individual programmes for the delivery of infrastructure services through asset life. Drive and facilitate innovation through the supply chain (including working with SMEs) and understand how this contributes to the value and capability of the organisation.
Creating and maintaining complex systems	Standard project management tools and techniques deployed. Risk management relies upon deterministic quantitative techniques. Reliant on suppliers for reporting progress and have no governance processes in place.	Pay attention to team working in project management, and more sophisticated tools and techniques are applied. Risk management relies upon probabilistic techniques. Control function is established, but relies on external consultants and is focused on reporting. Weak governance with projects "crashing" gates.	Project Sponsor who works closely with the owner project team to support the team through delivery. Project team moves beyond managing risk to managing uncertainty and complexity. Performance management function is fully established by owner, but still focused on reporting. Full stage/gate process established, supported by a nascent PMO.	Capable Owner team established, including systems integration capability which enables flexibility and innovation culture supported by a PMO and strong portfolio management. Fully embedded owner performance management systems focused on forecasting; singularity and clarity of shared purpose; ability to understand and embrace new technologies and innovations.
Recruiting, building and maintaining talent	Recruitment process is inconsistently applied; pre-conceived ideas of required qualities; and build professional silos; high churn/burn-out; low diversity; no clear career progression; organisation is not representative of its customer base	Recruitment and career development process is defined, but inconsistently applied; we are improving diversity, yet there is a need for a higher degree of diversity; increasingly open to skills from other industries, but difficulties in applying them in practice.	Full career development paths, but still reliant on professional groupings rather than creating the new roles that the Capable Owner requires. Good understanding of the importance of building and maintaining talent, but lacks in activities in attracting and maintaining talent.	Well-structured and applied recruitment processes; actively enhance diversity; have well understood career progression; colleagues actively live company values; events are organised to attract new talent. Culture fully embraces diversity; the employer of choice. Strong leadership and training of new generation of leaders.