Resource type: Project 13

Digital Transformation maturity matrix: capability

Capability	Traditional	Simple collaboration	Integrated functions and relationships	High performing enterprise	Interconnected industry
Skills How well do you understand and manage the digital skills needed for your business?	**Digital skills generally not considered** in training or HR strategies. Ad-hoc recruitment on a job-by-job basis. Work may be underway to understand digital skill gaps.	Owner and partners have **clear understandings of their digital skills**, gaps in capability and priorities to address them. Recruitment considers transferrable digital skills as well as sector-specific experience. Centralised digital teams may exist to create critical-mass capability.	**Core digital capabilities in place** across all Owner functions and partners. Digital agility a core attribute with staff expected to learn, unlearn and relearn skills and behaviours throughout career. Training programs redesigned to develop digital skills needed by Owner and partners. All role definitions updated to reflect digital requirements, some skills retired.	**Prioritise digital fluency in recruitment** - skills transferrable across sectors. Digital skills are central to professional development, performance reviews and career progression.	**Digital skills strategy spans multiple Owners and sectors** to deliver a self-sustaining pipeline of talent that meets digital needs of infrastructure industry.
Suppliers How do suppliers meet your needs for digital technologies and services?	Digital technology **suppliers limited to transactional supply** of specified hardware/ software	**Frameworks in place for suppliers of digital** services and technologies. Digital suppliers perceived as a threat by traditional partners, creating competition.	**Collaboration between digital and traditional partners** develops understanding of respective capabilities and requirements. Owner understands its own needs, not dictated by vendor-led decisions, and matches approach to capability of partners.	**Owner supported by ecosystem of digital partners**, including agile start-ups as well as established players. Effective integration across the enterprise, drawing on strengths and domain knowledge of all partners.	Owner **sources and shares supplier ecosystem** with other sectors.
Information security How do you assure information security and compliance?	**Staff not aware** of how information security relates to their role and activities. Perception that security compliance "gets in the way" of business. Legacy IT systems may present vulnerabilities and compliance risk.	**Security culture developing** - staff aware of core principles but implementation variable across Owner functions and partners. Governance focuses on controlling access to information, organisational security compliance tested. Technology risks understood and existing vulnerabilities resolved.	**Security risks managed consistently** across Owner and partners through combination of physical, technical and cultural controls, **accredited to ISO27001**. Governance procedures in place to deal with any incidents, and robust technology prevents unauthorised access. Owner actively engages and informs all stakeholders with influence over security - including customers. Board-level ownership for data security and compliance.	**Robust systems manage known and emerging threats** from terrorism, malicious activity and cybercrime as part of wider corporate resilience. **Provisions of PAS 1192:5 are followed, including separation of sensitive data to prevent aggregation by others.** Strong information security culture across the enterprise: staff understand their personal responsibilities. Enterprise has knowledge and capability to maximise opportunities and manage risks.	**Contributing to National Cyber Security Strategy** through collaborative action against cyber threats. Risks from interconnected system-of-systems managed through effective coordination across sectors.
Skills How well do you understand and manage	**Digital skills generally not considered** in training or HR	Owner and partners have **clear understandings of their digital**	**Core digital capabilities in place** across all Owner functions and partners. Digital	**Prioritise digital fluency in recruitment** - skills transferrable across sectors. Digital skills are central to professional	**Digital skills strategy spans multiple Owners and sectors** to deliver a self-

the digital skills needed for your business?	strategies. Ad-hoc recruitment on a job-by-job basis. Work may be underway to understand digital skill gaps.	**skills**, gaps in capability and priorities to address them. Recruitment considers transferrable digital skills as well as sector-specific experience. Centralised digital teams may exist to create critical-mass capability.	agility a core attribute with staff expected to learn, unlearn and relearn skills and behaviours throughout career. Training programs redesigned to develop digital skills needed by Owner and partners. All role definitions updated to reflect digital requirements, some skills retired.	development, performance reviews and career progression.	sustaining pipeline of talent that meets digital needs of infrastructure industry.