

appendix III the attributes and indicators

ATTRIBUTE 1 DIRECTION AND LEADERSHIP

How well we, as a company, develop and facilitate the achievement of our mission *and vision, develop the values required for our long-term success, and implement these using appropriate behaviours and performance management systems*

INDICATOR 1.1

The leaders of our organisation are personally and directly involved in the development of our mission *and vision*
They communicate it to everyone, to set the appropriate direction for the business

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	Leaders of the business develop our <i>mission and vision</i>	Leaders of the business communicate our <i>mission and vision</i> by making it available to us and by publicly displaying it around the business	Leaders of the business are involved and participate occasionally in the communication process	Leaders of the business are personally involved in sponsoring and fully participating in the communication process

INDICATOR 1.2

The leaders of our organisation are personally and directly involved in the development of our values and attendant behaviours required for our long-term success
They help develop the appropriate supportive culture by acting as champions and role models for these

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We do not have a consistent set of values and attendant behaviours	We have a limited set of values and attendant behaviours which are published, but which are not seen as being connected to the long-term success of our business	Leaders of the business develop and publish our values and attendant behaviours. We use these widely in business activities and some business leaders act as role models	We use our values and attendant behaviours both internally and externally to differentiate our business. Our business leaders visibly champion and measure them

INDICATOR 1.3

The leaders of our organisation are personally and directly involved in the development, review and improvement of performance management in order to bring about continuous improvement

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We develop our performance management activities in an ad hoc fashion	Leaders of the business have some involvement in the development, review and improvement of performance management activities	Leaders of the business have considerable involvement in performance management activities through sponsoring a limited number of activities and demonstrating some interest in measuring results	Leaders of the business sponsor and have direct involvement in all aspects of performance management in order to bring about continuous improvement. They visibly review improvements and reward noteworthy gains

DEFINITIONS OF TERMS USED WITH ATTRIBUTE 1 DIRECTION AND LEADERSHIP

Sponsor Values Attendant behaviours Performance management Vision	To support and encourage by offering help and resources Principles and ethics which people in the organisation live by What people do to demonstrate the values they live by A process of managing in which objectives are identified, agreed, monitored, measured and reviewed to bring about measurable improvement A statement that describes how the organisation wishes to be in the future
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ATTRIBUTE 2 STRATEGY AND PLANNING

How well we implement our **mission and vision** using a clear, stakeholder-focused strategy, supported by relevant plans, objectives and processes

INDICATOR 2.1

We base the development of our strategy on information from performance measures, research, learning and creativity related activities

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We formulate our strategy and our performance measurements as separate and unrelated activities	We formulate our strategy and the dependent budgeting activities in an integrated way using some feedback from our measurement systems	We adopt an integrated approach to formulating our strategy, budgets and related measures and update them continually	We adopt an integrated approach to formulating our strategy, budgets and related measures which is fed by planned and funded research, learning from the business and creative activities within and outside the industry sector

INDICATOR 2.2

We base the review and update of our strategy on the current and future needs and expectations of stakeholders

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We have limited awareness of stakeholders and their needs	We are aware of key stakeholders and their needs and we use this information in a limited way to feedback to and impact on our strategy	We have good definitions of key stakeholders and their needs which we use to feedback to and impact on our strategy	We comprehensively assess and influence the current and future needs of our key stakeholders through our own deliberations. Our strategy is modified to mirror these requirements

INDICATOR 2.3

We communicate and implement our strategy through a framework of key processes

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	Managers at a senior level compile our strategy and there is little dissemination into the rest of the organisation	We communicate our strategy in an integrated way through a formal cascade process	We communicate our strategy using an inclusive and documented process involving various levels of our organisation. The strategy is implemented continually via defined processes	We communicate strategy using a top down and bottom up process which is owned by a member of the board and implemented via defined and owned processes

DEFINITIONS OF TERMS USED WITH ATTRIBUTE 2 STRATEGY AND PLANNING

Performance measures
Stakeholders
Top down bottom up
Comprehensive
Formal

A range of measures used to monitor and evaluate individual, team and organisation performance in order to bring about improvements
 People, groups, parts of organisations and organisations who have an interest in, and influence over our business
 Two-way communication process which allows feedback to travel both up and down the organisation
 Complete and inclusive
As part of a specific procedure or process, planned

ATTRIBUTE 3 PEOPLE

How well we plan, manage, develop and release the knowledge and full potential of our people in order to support our strategy and the effective operation of our processes

INDICATOR 3.1

We use selection procedures to recruit people and then identify, develop and sustain their competencies in line with the needs of the business

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We adopt an approach to the recruitment, selection and development of our people which is ad hoc and opportunistic without consideration for consistency across the organisation	We adopt a systematic approach to the development of people's competencies in some subject areas which is limited in its coordination and application across the organisation and which only partially aligns with the needs of the business itself. Good practice in recruitment and selection is spread across areas of the organisation	We adopt a wider, systematic approach to the development of people's competencies which is broad in its coverage and which is aligned with most, but not all of the needs of the business. Good practice in recruitment and selection is widespread but is not coordinated across the organisation	We have a clear strategy for the development of people's competencies which aligns with the needs of the business. People are recruited and selected using a process that is shared and coordinated across the organisation

INDICATOR 3.2

We involve and gain the commitment of our people through effective and comprehensive channels of communication

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	Our approach to gaining the involvement and commitment of our people is ad hoc and opportunistic due to the limited effectiveness and comprehensiveness of our channels of communication	We adopt limited systematic channels of communication in certain areas of the business which gain the involvement and commitment of our people to securing some of the needs of the business	We adopt wide and systematic channels of communication, which are broad in their coverage, in order to gain the involvement and commitment of our people in securing most, if not all, of the needs of the business	We have a clear and comprehensive communication strategy which gains the commitment of our people and involves them in securing the needs of the business

INDICATOR 3.3

We care for our people by recognising and rewarding them for the contributions they make

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	When people's contributions are recognised, we take on an ad hoc and opportunistic approach to rewarding them	We care for our people through informal and opportunistic arrangements that recognise the contributions they make	We care for our people through both informal and planned arrangements, which are wide spread, to recognise and reward them for the contributions they make	We care for our people through organisation-wide, comprehensive, informal and formal arrangements to recognise and reward them for the contributions they make

DEFINITIONS OF TERMS USED WITH ATTRIBUTE 3 PEOPLE

Competencies
Comprehensive
Informal
Opportunistic
Planned
Formal

The mix of people's skills, knowledge and behaviour and how they apply these to the job they do
 Complete and inclusive
 Not as part of a specific procedure or process, unplanned
 As chance dictates, on occasion
 As part of a specific procedure or process, intended
As part of a specific procedure or process, planned

ATTRIBUTE 4 PARTNERING

How well we plan and manage our external partnering arrangements in order to support our business objectives

INDICATOR 4.1

We select our key partners on their company capability and the quality of their people. We work with them over the long term in order to be more effective

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We predominantly tender work competitively to subcontractors with whom we have had some previous experience	We select supply chain members for a particular project on the basis of positive past experience, as well as tender price	We select and work with our partners predominantly on their capability to add value to a particular project	We select and work with our key partners on a long-term basis

INDICATOR 4.2

We promote a non-adversarial, team-based approach to working with our partners

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We view subcontractors as being external organisations who need strong management	We informally partner with the majority of our suppliers and subcontractors on any project	We develop formal partnering arrangements with the regular members of our supply chain on all our projects	We partner strategically with our key partners

INDICATOR 4.3

We structure our partnering arrangements for mutual benefit with processes designed to minimise waste and maximise value added by key partners and supply chain members

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We motivate and manage our subcontractors through the traditional contractual mechanisms	We rarely use the contractual sanctions to ensure compliance. We follow up our informal agreements with the required contractual communications	We motivate our supply chain members positively to perform, and trust them to do so. We integrate processes where there is sufficient benefit on any project	The motivations of our key partners are fully aligned with ours. Their processes are integrated with ours

DEFINITIONS OF TERMS USED WITH ATTRIBUTE 4 PARTNERING

Informal partnering

Formal partnering

Subcontractor

Partner

Supply chain member

Key partner

A collaborative environment with no contractual arrangements or integration of processes and teams

A collaborative environment with contractual arrangements and integration of processes and teams which support a partnering culture

A supplier organisation with whom the main supplier has a subcontract

An organisation with whom we work collaboratively

An organisation with whom our relationship is on an ongoing basis

A partner organisation who is strategically important to the business (eg JV)

ATTRIBUTE 5 PROCESSES

How well we design, manage and improve our processes in order to support our strategy and generate increasing value for our customers and other stakeholders while ensuring we operate in a safe manner

INDICATOR 5.1

We systematically design, manage and improve processes using innovation in order to manage risks and generate increasing value for our customers and other stakeholders

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We let our processes develop in an ad hoc manner. Little attempt is made to manage and improve them in the light of customer and other stakeholder needs and expectations	We develop individual and independent processes in some areas of the organisation. We do not integrate these into one process which takes into account customer and other stakeholder needs and expectations	We develop and manage our processes using innovation and continuous improvement techniques. They are well advanced but are not fully integrated. We review and modify them in a limited way	We develop, manage and improve our procedures using clear rationale. Our processes are integrated and are deployed across our organisation. We use formal methods to make learning and performance review part of our culture

INDICATOR 5.2

We design, develop, produce, deliver and maintain products and services in line with customer needs and expectations and in doing so enhance our customer relations

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We design, develop and deliver our new products and services opportunistically and manage customer relations reactively	We design, develop and deliver our products and services with some integration and have a customer relations function in some parts of the organisation	We design, develop and deliver our products and services in the light of customer feedback. We plan and encourage good customer relations throughout the organisation. For both, we measure our performance	We identify new products and services through several sources. We consistently display a high level of commitment to managing customer relations. For both, we involve customers extensively in establishing their needs and expectations and in monitoring and improving our performance

INDICATOR 5.3

We proactively manage Health and Safety (H&S) to minimise hazards and accidents

CAPABILITY LEVEL

0	1	2	3	4
Our policies and procedures are aimed at complying with the law.	Regular H&S training, updates and visits are conducted in relevant parts of the company. We measure our safety record and investigate accidents to identify what improvements can be made.	Regular H&S training, updates and visits are conducted throughout the company at all levels. Proactive, preventative H&S processes are well advanced but are not fully integrated. We measure our safety record at all levels.	Proactive, preventative H&S is one of our core values and we work to continuously improve our record. It is fully integrated into how we plan and do business and what we deliver. All of our people are trained to accepted industry standards and where applicable all of our operatives hold a relevant CSCS card	Our H&S policies and procedures are fully embedded throughout the organisation. Everyone is committed to safe working practices and the safe delivery of projects.

DEFINITIONS OF TERMS USED WITH ATTRIBUTE 5 PROCESSES

Process
Ad hoc
Stakeholders

A sequence of activities that adds value by producing required outputs from a variety of inputs
By chance, on occasion, unplanned
People, groups, parts of organisations and organisations who have an interest in, and influence over our business

ATTRIBUTE 6 INTERNAL RESOURCES

How well we plan and manage our internal resources in order to support our strategy and the effective operation of our processes

INDICATOR 6.1 We promote sustainability, the use of renewable resources and the minimisation of waste

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	Plans for promoting sustainability, the use of renewable resources and the minimisation of waste are driven by individuals. This happens, in disparate parts of the organisation	We follow practices and procedures which promote sustainability, the use of renewable resources and the minimisation of waste in some areas of the business. These are not actively pursued or evaluated by the majority of our people. Islands of good practice do exist	We follow practices and procedures which exist in most areas of the organisation, to promote sustainability, the use of renewable resources and the minimisation of waste. We carry out limited evaluation of outcomes to establish some degree of accountability	We follow a clear strategy, and practices that are actively pursued in all areas of the business, to optimise sustainability, the use of renewable resources and the minimisation of waste and to which we hold ourselves internally and publicly accountable

INDICATOR 6.2 We collect, collate and disseminate information and knowledge

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	We collect information and knowledge randomly as individuals find they have a specific need for both. Individuals need to search for information and knowledge that may or may not have been captured and recorded by others	We have basic systems for managing information and knowledge. We tend to acquire both in an ad hoc manner. They are available in the specialism or department where the information and knowledge were generated	We actively acquire and manage information and knowledge in a comprehensive way. Access tends to be specialist and department oriented. Systems for the dissemination of information and knowledge to those outside the specialism or area of the business are limited	We collect and collate information and knowledge which is disseminated via a well-managed, centralised system. Stakeholders have ready and easy access to information and knowledge that supports the needs of the business

INDICATOR 6.3 We manage and optimise all of our material assets

CAPABILITY LEVEL

0	1	2	3	4
No capability demonstrated	Our approach to managing our assets is ad hoc	We adopt an approach to asset management, which is preventative in nature, using condition-based techniques. We have measures of performance in place for corrective maintenance	We have a planned approach to asset management. For all of our assets we have long-term programmes for cyclical and schedule-based maintenance and improvement works	The state of our assets feeds into our business strategy. There are clear linkages between our business and asset management strategies. Key stakeholders are included in our approach which is quality assured. Controls and benchmarking are used to monitor and improve processes

DEFINITIONS OF TERMS USED WITH ATTRIBUTE 6 INTERNAL RESOURCES

Assets
Sustainability
Random
Ad hoc
Benchmarking

Buildings, equipment, materials, technology, whether leased or owned
Looking after the asset, ensuring long life
Unsystematic
By chance, on occasion, unplanned
Comparing our performance with leaders in the field, using external performance information to measure our performance