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**Appendix A: AWP Maturity Model**

Advanced Work Packaging Implementation Maturity Model

**Level 1: AWP Early Stages Level 3: AWP Business Transformation**

The potential of the implementation of AWP strategy is not understood and has few champions. AWP is not a priority within the corporate vision.

**View of AWP**

AWP is seen as part of the business solution - being both an opportunity and a challenge.

AWP is developed on an ad hoc basis - most often driven by customer demands.

**Project AWP Strategy**

Integration of AWP strategies are routinely developed and updated. These often seek to overcome integration and communication issues across project organizational units (silos). AWP is now included in all contracts.

Most work occurs inside functional units with minimal collaboration or integration. "Over the wall" approaches are common. The culture embraces silos. Performance metrics are

**Organization Culture & Performance Metrics**

**Work Processes & Deliverables**

silo-oriented. For example engineering perfor- mance is based on percentage of hours "burned" vs. budget and not focused on the deliverables (EWPs) delivered to meet the Path of Construction.

Some training standards are in place based on job descriptions to support AWP. Team members may take the training but are still not supported within their organization to implement what they have learned.

**Training & Support**

Training to fully support a successful AWP imple- mentation is fully available, valued and supported within the organization.

Training is continuous and the organization is considered an industry leader.

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**Level 3: AWP Business Transformation**

Management is starting to view AWP as part of

business strategy but struggles with the challenges to implement.

AWP strategies starting to be integrated across discipline/department borders but still have some "hold-outs" that prevent complete integra- tion across the organization.

AWP business processes and deliverables are reasonably developed and standardized within disciplines/departments but not standardized across the organization.

**Level 1: AWP Early Stages**

Integration of AWP processes and procedures are

still internally focused (within discipline/depart- ment) vs. across the organization.

AWP performance metrics are beginning to be applied across the organization - with some disciplines/departments still reluctant to implement.

Some AWP training is available and employees are

allowed time for this training, however there is still some reluctance for the associated disciplines/departments to implement the necessary changes.

*Appendix A: AWP Maturity Model*

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You Know You’re Stuck at this Level When …

You Know You’ve Achieved this Level When …