



**Institute of
Commissioning &
Assurance**

OUTCOME ASSURANCE INDEX (OAI)

Organizational Capability Report

Institute of Commissioning and Assurance (ICxA)

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1. Executive Summary

Major capital projects represent some of the largest and most complex investments undertaken by organizations. While projects are commonly measured by cost and schedule performance, the ultimate measure of success is the reliable achievement of intended operational outcomes once assets enter service. The Outcome Assurance Index (OAI), developed by the Institute of Commissioning and Assurance (ICxA), provides an independent evaluation of an organization's structural capability to govern, deliver, and transition projects in a manner that consistently achieves these intended outcomes.

This report presents the Outcome Assurance Index (OAI) capability assessment for Example Infrastructure Corporation. The assessment was conducted through structured capability interviews with senior personnel responsible for project governance, project delivery, commissioning execution, and operational transition.

During the assessment process, participants described the organization's governance structures, project execution practices, and operational readiness preparation processes. These discussions provided insight into how the organization manages the transition from project completion to reliable operational outcomes across its capital projects portfolio.

The Institute of Commissioning and Assurance (ICxA) evaluated the information provided using the Outcome Assurance Index methodology. This framework assesses organizational capability maturity across three integrated domains: governance capability, execution capability, and operational readiness capability. Together, these domains determine an organization's structural ability to authorize, deliver, and sustain intended project outcomes.

The resulting Outcome Assurance Index reflects ICxA's independent evaluation of organizational capability based on the information provided by participating leadership and subject matter experts during the assessment process. The assessment does not constitute a formal audit or verification of operational conditions; rather, it provides an evidence-informed evaluation of demonstrated capability maturity.

The Outcome Assurance Index provides a structured capability rating together with interpretation of organizational strengths, authorization integrity, and potential operational exposure associated with the organization's current Outcome Assurance practices.

2. Participating Organization

Organization Name: Example Infrastructure Corporation

Primary Participants:

- John Martinez, Project Director
- Sarah Liu, Commissioning Manager
- David Reynolds, Operations Readiness Manager

These individuals participated in structured capability interviews conducted between February 4 and February 11, 2026. The Outcome Assurance Index results presented in this report are based on the information provided by these participants regarding organizational practices, governance structures, and operational readiness preparation.

Assessment Scope: Capital Projects Delivery and Operational Transition Capability

Assessment Date: February 2026

Report Issue Date: March 2026

Confidentiality Classification: Confidential – Provided exclusively to the participating organization

3. Outcome Assurance Index Framework and Methodology

The scores presented in this report are based on ICxA's structured evaluation of the information provided by Example Infrastructure Corporation during the Outcome Assurance Index assessment process, including structured capability interviews with participating organizational leaders and subject matter experts. References to organizational structures, practices, and conditions described during these discussions are included throughout the report to provide transparency into how the Outcome Assurance Index reflects the organization's demonstrated capability maturity relative to the ICxA Outcome Assurance Framework.

3.1 Outcome Assurance Index Scoring Methodology

The Outcome Assurance Index (OAI) evaluates organizational capability maturity using a structured scoring framework derived from the ICxA Outcome Assurance Standards.

Capability maturity is evaluated across three integrated domains that together determine an organization's structural capability to reliably authorize and achieve intended project outcomes:

- Outcome Assurance Governance

- Commissioning & Outcome Execution
- Operational Readiness

Each domain is evaluated using structured interview responses and capability indicators that reflect the organization’s described governance structures, execution practices, and operational transition preparation.

Scores are assigned on a 0–100 capability maturity scale, where higher scores indicate stronger structural capability and greater reliability in achieving intended operational outcomes.

The overall Outcome Assurance Index score reflects the combined capability maturity profile across these three domains.

3.2 Outcome Assurance Index Classification Scale

The Outcome Assurance Index evaluates capability maturity across three domains that together determine an organization’s structural ability to authorize, deliver, and sustain intended project outcomes.

Score Range	Classification	Capability Interpretation
85 - 100	Institutionalized	Capability is fully embedded in organizational governance and consistently applied across projects. Authorization authority, execution discipline, and operational readiness structures are strongly integrated.
70 - 84	Integrated	Capability is well structured and generally applied across projects. Governance authority and execution processes are defined, though some variability or improvement opportunity may remain.
55 - 69	Procedural	Capability exists through defined procedures and project practices but may not be fully institutionalized within governance structures. Capability consistency may vary between projects.
40 - 54	Developing	Capability is emerging but remains partially structured. Practices may depend on project teams or individual experience rather than institutional governance.
Below 40	Ad Hoc	Capability is largely informal and dependent on individual effort or project-specific practice rather than

Score Range	Classification	Capability Interpretation
		structured organizational systems.

These classifications reflect the structural maturity of organizational capability, rather than project performance outcomes.

3.3 Outcome Assurance Capability Maturity Ladder

The Outcome Assurance Capability Maturity Ladder provides a visual representation of the Outcome Assurance Index classification framework. It illustrates how organizational capability progresses from informal, project-dependent practices toward fully institutionalized governance structures that consistently support reliable operational outcomes.

As organizations advance along the capability ladder, outcome authorization authority, execution discipline, and operational readiness processes become more clearly defined and consistently integrated across projects.

MATURITY LEVEL	SCORE RANGE	DESCRIPTION
Institutionalized	85 – 100	Fully embedded governance, authorization authority, and operational transition capability consistently applied across projects.
Integrated	70 – 84	Structured governance and execution capability with generally consistent implementation across projects.
Procedural	55 – 69	Defined procedures and project practices exist but may not be fully institutionalized within governance structures.
Developing	40 – 54	Capability structures are emerging but remain partially defined and dependent on project teams.
Ad Hoc	Below 40	Practices are informal and primarily dependent on individual effort or project-specific approaches.

The ladder enables organizations to interpret Outcome Assurance Index scores within a broader capability development context. Higher levels on the ladder reflect stronger structural integration of governance, execution, and operational readiness capabilities required to reliably authorize and achieve intended project outcomes.

3.4 Domain Score Interpretation

Each of the three Outcome Assurance Framework domains receives its own score and classification. Domain scores allow organizations to identify areas of relative strength and potential exposure within their capability profile.

For example:

- **Outcome Assurance Governance** evaluates the strength and independence of outcome authorization authority and governance structures.
- **Commissioning & Outcome Execution** evaluates the structural capability to verify system readiness and manage execution of integrated testing and transition activities.
- **Operational Readiness** evaluates the organization's structural capability to prepare operations personnel, processes, and systems to reliably assume operational control of new assets.

Differences between domain scores may indicate areas where capability maturity is uneven across governance, execution, and operational readiness functions.

4. Outcome Assurance Index Results

4.1 Overall Outcome Assurance Index Score

Outcome Assurance Index Score: 71 / 100

Classification: Integrated

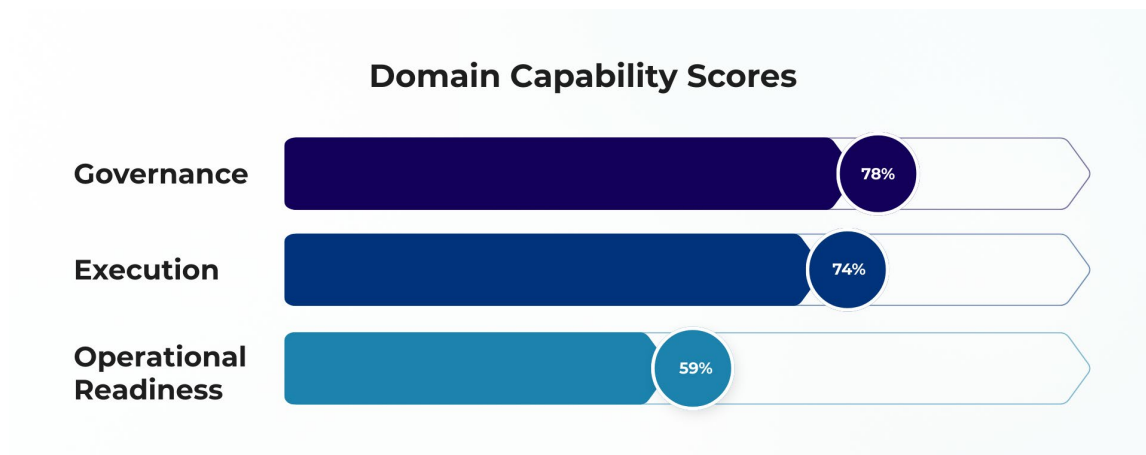
Based on the Outcome Assurance Capability Ladder, this score places the organization within the Integrated capability maturity level.

The overall Outcome Assurance Index score reflects the organization's combined capability maturity across the three Outcome Assurance Framework domains: governance capability, commissioning and outcome execution capability, and operational readiness capability.

4.2 Domain Capability Scores

Capability Domain	Score	Classification
Outcome Assurance (Governance)	78	Integrated
Commissioning & Outcome Execution	74	Integrated
Operational Readiness	59	Procedural

These domain scores reflect the organization’s relative capability maturity across the three structural components required to reliably authorize and achieve intended operational outcomes.



Outcome Assurance Governance - Score: 78 (Integrated)

Governance capability demonstrates defined authorization authority and structured authorization processes. Participants described that final authorization to transition systems to operations is formally assigned to the Project Director and Operations Manager jointly, with authorization decisions supported by documented readiness reviews. Authorization reviews include structured readiness meetings; however, participants noted that these reviews are frequently conducted under fixed schedule deadlines.

Commissioning & Outcome Execution - Score: 74 (Integrated)

Execution capability is generally well structured. Participants described the use of a formal completions management system to track system turnover and testing status, and indicated that system-level commissioning completion is used as a prerequisite for operational

turnover. Commissioning completion status is reviewed regularly with project leadership, although testing documentation completeness may vary between systems depending on contractor performance.

Operational Readiness - Score: 59 (Procedural)

Operational readiness capability is present but exhibits lower maturity relative to governance and execution domains. Participants described that operational staffing is assigned prior to startup and that operators participate in commissioning activities; however, formal operator authorization processes and structured operational readiness criteria were described as developing practices rather than consistently enforced governance requirements. These conditions indicate increased exposure during operational transition relative to governance and execution capability maturity.

Differences between domain scores indicate areas where capability maturity is uneven across the organization's governance, execution, and operational readiness structures.

5. Capability Confidence Evaluation

Outcome Assurance Confidence: High

Execution Capability Confidence: Medium

Operational Readiness Confidence: Medium

These confidence ratings reflect the observed consistency and structural integration of capability within the organization.

Higher confidence indicates capability is structurally embedded and consistently applied. Medium confidence indicates capability exists but may vary between projects or depend on specific teams.

6. Authorization Integrity Evaluation

Authorization integrity observations in this report are based on participant descriptions of authorization practices and governance structures.

Authorization governance within the organization demonstrates defined authorization authority and structured authorization decision processes. Participants described that authorization decisions are conducted through formal readiness review meetings, during which commissioning completion, safety readiness, and operational preparedness are reviewed prior to operational transition. Participants indicated that authorization authority is formally assigned; however, it was also noted that authorization decisions are often coordinated with project schedule commitments, which may influence authorization timing.

However, authorization discipline appears to vary between projects, and authorization independence may at times be influenced by delivery schedule pressure.

Overall Authorization Integrity Rating: Moderate

This indicates that authorization capability is functional but may benefit from further structural strengthening to ensure consistent independence and outcome-focused authorization discipline.

7. Capability Stability Evaluation

Capability stability observations are based on participant descriptions of how capability is implemented and sustained across projects.

Organizational capability demonstrates partial institutionalization across governance, execution, and operational readiness functions.

Governance capability is structurally defined and relatively stable. Participants described that governance roles and authorization authority assignments are defined within project execution plans and organizational reporting structures.

Execution capability is supported by defined processes but may depend on project-specific implementation practices. For example, participants described that commissioning planning and system turnover processes are defined; however, the level of execution discipline may vary depending on contractor capability and project leadership.

Operational readiness capability appears less structurally embedded and may depend on individual experience and project-specific effort. Participants indicated that operator training and operational preparation are conducted prior to startup, but that structured operational readiness authorization criteria are not consistently applied across all projects.

Capability Stability Rating: Moderate

This indicates that while capability exists, further institutionalization would strengthen reliability and reduce organizational exposure.

8. Capability Alignment Evaluation

Capability alignment observations reflect participant descriptions of how governance, execution, and operational readiness capabilities interact during operational transition.

The assessment identified capability misalignment between governance and operational readiness domains.

Participants described governance structures that define authorization authority and authorization processes; however, participants also indicated that operational readiness capability development is frequently completed late in the project lifecycle, and that

operational readiness preparation activities may be compressed to meet project schedule commitments. This indicates that operational readiness capability maturity is lower than governance capability maturity.

This condition may create increased exposure at operational transition if operational capability maturity does not consistently support governance authorization decisions.

Alignment Rating: Partially Aligned

9. Outcome Reliability Interpretation

Outcome reliability interpretation is based on participant-described organizational capability structures and operational transition practices.

Based on the assessed capability profile, the organization demonstrates structured capability to support outcome authorization and operational transition.

However, the maturity of operational readiness capability indicates elevated exposure during the transfer of operational control.

Outcome Reliability Assessment: Moderate Confidence

This indicates that the organization possesses structural capability to achieve reliable outcomes under typical project conditions. However, strengthening operational readiness capability would materially improve outcome predictability and reduce exposure during operational transition.

9.1 Key Capability Observations

The Outcome Assurance Index evaluation identified several structural characteristics that influence the organization's ability to reliably achieve intended project outcomes.

Strong Governance Authorization Structure

The organization demonstrates clearly defined authorization authority and structured readiness review practices prior to operational transition. Governance involvement in transition decisions represents a structural strength that supports outcome-focused oversight.

Structured Commissioning Execution Capability

The use of a formal completions management system and defined commissioning completion processes provides a strong foundation for verifying system readiness prior to operational turnover.

Operational Readiness Institutionalization Opportunity

Operational readiness capability exists but appears less structurally embedded within governance processes. Operator readiness verification and formal operational authorization criteria appear to vary between projects.

Schedule Pressure Influence on Authorization Decisions

Participants noted that authorization decisions may at times be influenced by project delivery schedule commitments. Strengthening structural independence of authorization processes could further improve outcome reliability.

10. Representative Observations from Participant Responses

The following representative excerpts are drawn from participant interview responses and illustrate key organizational capability characteristics that informed the Outcome Assurance Index evaluation.

These excerpts are included to provide transparency into how participant-provided information influenced the capability assessment.

Participants consistently described strong governance involvement in operational transition decisions. For example, the Project Director stated:

"We do not hand over systems to operations until we have had a formal turnover meeting with commissioning and operations leadership. Ultimately, I sign off the transition, but I rely heavily on the commissioning and operations teams to confirm readiness."

The Commissioning Manager described structured execution processes but noted schedule influence on final authorization timing:

"We track everything in our completions management system, and we know exactly where every system stands. That said, when the project is behind schedule, there is always pressure to move forward and complete turnover as quickly as possible."

The Operations Readiness Manager described developing operational readiness governance structures:

"Our operators are involved during commissioning, and they do receive training before startup. However, we are still improving how we formally confirm operator readiness before taking full control of the systems."

These participant statements illustrate the organization's established governance and execution capability, while also demonstrating areas where operational readiness capability maturity may vary depending on project conditions.

11. Capability Profile Summary

This summary reflects ICxA's interpretation of the capability profile based on participant-provided information.

The assessment indicates that Example Infrastructure Corporation has established foundational capability aligned with the ICxA Outcome Assurance Framework.

Governance capability is a relative strength and provides a strong foundation for outcome authorization. Execution capability is generally effective but may benefit from increased consistency and deeper structural integration within governance processes. Operational readiness capability represents the primary opportunity for capability strengthening.

Strengthening operational readiness capability would significantly improve overall outcome reliability.

12. About the Outcome Assurance Index

The Outcome Assurance Index (OAI) is an independent organizational capability benchmark developed by the Institute of Commissioning and Assurance (ICxA).

The OAI evaluates the structural capability of organizations to reliably authorize, deliver, and transition complex capital projects into operational service. The evaluation framework is derived from the ICxA Outcome Assurance Standards and assesses capability maturity across governance, execution, and operational readiness domains.

The assessment methodology is based on structured capability interviews with participating organizational leaders and subject matter experts. These interviews evaluate organizational governance structures, execution practices, and operational transition preparation processes.

The Outcome Assurance Index is not an audit, certification, or compliance determination. Rather, it provides an independent capability benchmark that enables organizations to understand their structural maturity relative to emerging Outcome Assurance practices.

13. Confidentiality Statement

This report is confidential and is provided exclusively to the participating organization.

ICxA does not disclose individual organizational results without explicit written consent.

Aggregated and anonymized benchmark data may be used by ICxA for industry research, benchmarking publications, and standards development.

14. Strategic Guidance Based on Capability Maturity

The Outcome Assurance Index (OAI) provides an independent evaluation of organizational capability maturity based on the information provided during the assessment. Appropriate capability development actions will depend on the organization's current capability maturity classification and strategic priorities.

Organizations operating at Institutionalized capability maturity levels (85–100) typically focus on sustaining leadership capability and contributing to the advancement of industry practice. These organizations often participate in ICxA Corporate Membership and Technical Committees, helping shape emerging standards and industry guidance.

Organizations operating at Integrated capability maturity levels (70–84) generally possess strong structural capability but may benefit from strengthening the institutional consistency of Outcome Assurance practices across projects. Engagement with ICxA standards resources, certification programs, and professional collaboration forums may support continued capability maturation.

Organizations operating at Procedural or Developing capability maturity levels (40–69) typically benefit from deeper capability evaluation to identify structural gaps and opportunities to strengthen governance integration, execution discipline, and operational readiness preparation.

ICxA offers expanded capability assessments that provide deeper analysis of organizational capability structures, maturity gaps, and practical development pathways aligned with the ICxA Outcome Assurance Framework.

Participation in ICxA Corporate Membership and Technical Committees is available to organizations at all capability maturity levels and provides access to ICxA standards resources, professional certification programs, and the global Outcome Assurance professional community.

15. Institute of Commissioning and Assurance

The Institute of Commissioning and Assurance (ICxA) is an independent non-profit standards institute dedicated to advancing the reliability, authorization integrity, and governance of complex project outcomes through structured authorization, governance frameworks, and professional capability development.

Through research, standards development, and industry collaboration, ICxA supports organizations worldwide in strengthening their ability to reliably achieve intended project outcomes.

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