

INDUSTRIAL COMMISSIONING ASSOCIATION MONTHLY NEWSLETTER

For commissioning professionals working on
industrial plant processes and energy system projects



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PRESIDENT MESSAGE

By Paul Turner, P.Eng., PMP

As we step into a new month, I want to take this opportunity to thank our members, partners, and our growing global commissioning community. ICxA is experiencing exciting growth, and it's because of people like you that believe in the power of commissioning done right that our association has been able to grow and thrive!

With over 3,700 members, the ICxA is making a significant contribution to the commissioning community by helping project teams understand industry best-practices for commissioning with tools, processes, and standards to simplify the process, so all projects can deliver exceptional .

results. For example, the ICA Global Commissioning Standard has been downloaded by thousands of individuals. We regularly receive feedback of how organizations have taken the standard and are implementing it within their organization's project delivery strategies. Commissioning has historically not been a well understood discipline on projects, and ICxA is pleased to help fill this gap with information and expertise available to everyone to improve project performance.

There is certainly lots more work to do – more awareness about commissioning best-practices needs to proliferate throughout the broader engineering and construction industries, if projects are to improve performance. Commissioning needs to have a stronger influence on projects, contracts, and outcomes –

so that all project groups can effectively work together and collaboratively solve problems.

Only once commissioning is viewed as an essential process on projects, not as an afterthought at the end, will project teams be able to consistently deliver on intended outcomes. Better project delivery strategies for commissioning are essential to improve project performance across all industries. And ICxA is proud to be on the forefront of innovative and impactful change to help all projects succeed.

Looking ahead, we're focused on getting this knowledge and expertise into the hands of as many people as possible, with the ICA Global Commissioning Standard, our newly released course series giving industry-specific guidance on commissioning best-practices, and by

fostering a deeper collaboration across all industry sectors.

There are lots of ways to get involved with this commissioning movement, by joining a technical sub-committee, by starting a local chapter, or by sharing your commissioning expertise with the community. Help us shape the future of commissioning leadership so we can all deliver exceptional projects.

Thank you for being part of this important journey. Together, we are not just advancing commissioning – we are strengthening the future of project delivery itself.

I look forward to everything we will achieve together in the months ahead.

Paul Turner, P.Eng, PMP

IC_xA Industrial
Commissioning
Association

CONTRIBUTE YOUR COMMISSIONING KNOWLEDGE



Do you have a project update, valuable lessons learned, or insights on new technologies in commissioning? We're looking for articles to feature in our upcoming newsletter. It's a great way to showcase your work, share your expertise, and connect with our community!

Our readers love hearing about real-world experiences and fresh perspective.

Ready to contribute your knowledge? Send us your idea for an article at info@icxa.net and let's inspire and inform together!

CONTACT US!

 info@icxa.net

THE KEY TO INFRA TECH SUCCESS AND WHY COMMISSIONING MUST LEAD THE CHARGE

by Peter Foxley

ALIM Systems | Chapter Lead UK -
Industrial Commissioning Association

What is Infrastructure Technology (InfraTech)?

The **InfraTech Agenda**, endorsed by the **G20 Finance Ministers and Central Bank Governors in July 2020** under the **Saudi Arabian Presidency**, champions the **seamless integration of digital and physical infrastructure**. By accelerating efficiency, strengthening connectivity, and enhancing resilience, this initiative drives more sustainable, adaptive, and future-ready infrastructure solutions worldwide.



Why InfraTech?

The G20 considers InfraTech as a **critical enabler** for sustainable and inclusive growth.

The InfraTech Market: A Transformative Growth Opportunity

The global InfraTech sectors comprise:

- **Social Infrastructure** (Schools, Hospitals, Defense),
- **Transportation Infrastructure** (Railways, Roadways, Airports, Ports, Waterways),
- **Extraction Infrastructure** (Oil and Gas, Other Extraction (Minerals, Metals, and Coal),
- **Utilities Infrastructure** (Power Generation, Electricity Transmission & Distribution, Water, Gas, Telecoms),
- **Manufacturing Infrastructure** (Metal and Ore Production, Petroleum Refining, Chemical Processing).
- **Mordor Intelligence**, a trusted source for **global infrastructure insights**, forecasts the **InfraTech market** to experience significant expansion—growing from **USD 2.89 trillion in 2025 to USD 3.92 trillion by 2030**, at a robust **CAGR of 6.27%**.

“The planning, development, and sourcing of today’s complex infrastructure systems demand a business case-driven project initiation routemap, anchored in an engineering and commissioning framework to ensure project success.”

This impressive growth underscores the **accelerating shift toward sustainable infrastructure** and the **rapid adoption of cutting-edge digital technologies**, laying the foundation for **adaptive, more resilient systems** that will drive the future of global development.

The Challenge

Research from the Global Infrastructure Hub, now part of the **World Bank's** Public-Private Infrastructure Advisory Facility (PPIAF), reveals that **scaling InfraTech** across the Architecture, Engineering, Construction, and Operation (AECO) industry requires a holistic, project-level approach. This must be driven by tailored innovation across **policy, finance, and commercial** pillars, and powered by new, **integrated ways of working**. Only by addressing fragmented workflows and resolving conflicting priorities can we mitigate project delays and lifecycle inefficiencies to deliver transformative impact.

Accelerating the Adoption of InfraTech

Over the past decade, the **construction industry** has seen a surge in innovative building technologies. Yet, the **true potential of InfraTech** lies in bridging the gap between **infrastructure project development and finance**—with G20 investments into infrastructure systems reaching \$978bn in 2022—and the **technology development and financing** that supports it, as global

investment in architecture, engineering, and construction technology grew to \$50bn the same year.

By uniting these two distinct marketplaces, **InfraTech** is driving the creation of **more integrated, cost-effective, and scalable infrastructure ecosystems**, enabling repeatable solutions that adapt to diverse project needs.

At present, no convening body exists to connect these markets effectively at the project level. A collaborative framework is needed to enable standards-driven cooperation across globally recognized systems, including ISO 55000 Asset Management, ISO 9001 Quality Management Systems, ISO 14001 Environmental Management Systems, ISO 19650 Information Management, and ISO 44001 Collaborative Business Relationship Management Systems, alongside numerous industry-specific standards.

The Industrial Commissioning Association (ICxA)—through its **standards, methodologies, and best practices**—is uniquely positioned as the **central convening body** for industry collaboration. By **bridging institutional silos, strengthening organizational capability, and fostering cultural integration of technologies**, ICxA empowers stakeholders to achieve **seamless alignment**, driving **measurable, intended outcomes**.

By systematically capturing and harnessing data, information, and knowledge, ICxA enables **evidence-based decision-making**, delivering **transformative impact** across the entire **project lifecycle**.



Get tips and best-practices for commissioning of your industrial plant process/energy system projects.

Unified Framework for Infrastructure Development

The planning, development, and sourcing of today's complex infrastructure systems demand a **business case-driven project initiation routemap**, anchored in an engineering and commissioning framework to ensure project success.

This framework is organized into **two essential phases**:

- 1. Define, Measure, and Orchestrate (DMO) Conception Phase:** Focuses on establishing strategic alignment between stakeholder needs and socio-technical demands, laying a robust foundation for the project.
- 2. Design, Adapt, and Assure (DAA) Execution Phase:** Ensures the efficient and integrated delivery of project objectives, facilitating a seamless transition from financial planning to implementation.

Together, these **DMODAA InfraTech routemap principles** provide a **structured and replicable framework** that empowers project teams to adopt best practices seamlessly across diverse contexts. To amplify its impact, **tiered accreditation through ICxA** ensures consistent application, scalability, and accountability, driving measurable and sustainable results.

This adaptive systematic approach addresses **longstanding challenges within the AECO industry**, including:

- **InfraTech Methodologies:** Delivering clarity and actionable guidance across all stages of the project lifecycle, aligning stakeholder objectives with socio-technical demands.

- **Templates and Tools:** Standardizing processes, streamlining workflows, minimizing inefficiencies, and enabling evidence-based decision-making, while ensuring seamless integration of assets and technologies.
- **Tiered ICxA Accreditation:** Validating organizations and individuals across varying levels of expertise, fostering capability development, promoting cultural alignment, and accelerating the global adoption of InfraTech solutions.

Governance and Commissioning Roles in InfraTech Projects

InfraTech projects are governed by an **evidence-based methodology** that emphasizes **value-driven and integrated commissioning best practices**. Central to this framework are two pivotal roles—the **Testing**



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WHY CHOOSE US?

- BlueRithm is the only platform that can be genuinely customized for different project types and workflows.
- Full service onboarding
- Scalable from small to mega-projects

ABOUT BLUERITHM

BlueRithm was established by industry veterans and technologists in 2016 to provide a modern, independent, world class commissioning management platform.

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and Commissioning Manager and the **Project Commissioner**—which together ensure both technical precision and strategic alignment across the project lifecycle.

Clearly defining these roles within the project initiation routemap is essential to ensuring project performance aligns with ICxA’s standards of excellence, ultimately delivering measurable success in infrastructure projects.

Each role plays a critical part in achieving this vision—contributing to seamless coordination, accountability, and optimisation throughout the project lifecycle. Here’s how their responsibilities drive meaningful outcomes:

Testing and Commissioning Manager (Typically Part of the EPC Contractor Team)

- **Focus:** Ensures the proper functioning of individual systems, equipment, and components before integration.
- **Responsibilities:** Oversees testing procedures, verifies compliance with technical specifications, and ensures systems meet operational requirements.
- **Key Activities:** Conducts functional tests, performance evaluations, and safety checks on mechanical, electrical, and automated systems.
- **Timing:** Typically involved towards the end of construction, ensuring systems are prepared for operational use prior to handover.

Project Commissioner (Typically Employed by the Sponsor Executive/Client)

- **Focus:** Ensures the broader commissioning process aligns with strategic, operational, and regulatory objectives.

- **Responsibilities:** Coordinates across disciplines, validates system harmony, and ensures alignment with overarching project goals.
- **Key Activities:** Manages stakeholder expectations, integrates governance structures, and ensures compliance with commissioning standards.
- **Timing:** Engaged throughout the project lifecycle, from planning stages to post-construction validation.

Commissioning Tomorrow’s Infrastructure Today

Collaboration between the **Testing and Commissioning Manager** and the **Project Commissioner** is pivotal to the success of infrastructure projects, ensuring they meet both immediate functional requirements and long-term strategic objectives.

Together, these roles represent the seamless integration of **technical precision** and **strategic oversight**, forming the backbone of successful infrastructure delivery. Underpinned by the **InfraTech innovation** and the **ICxA accreditation framework**, this partnership sets a new benchmark for excellence, driving transformative outcomes in today’s complex and highly regulated infrastructure landscape.



WHY COMMISSIONING IS A LEADERSHIP DISCIPLINE, NOT A TESTING ACTIVITY

by Paul Turner, P.Eng., PMP

At ICxA, we believe commissioning isn't the last step — commissioning is leadership from day one. Commissioning is the strategy, integration, and project controls that makes projects successful.

When project teams leave commissioning to the end, thinking it's just testing, they're lacking a critical leadership component to lead projects to a successful finish. And we all know the results of this, when projects are scrambling at the end to finish, with 9 out of 10 projects ending up late and over-budget.

Too many project teams are limited by the belief that commissioning is just testing at the end. This outdated mindset is holding the construction industry back from improved project performance.

Because in reality, commissioning is leadership that starts right from the beginning of projects.

Commissioning sets the strategy of how projects will finish and how projects will deliver on the intended outcomes.

Projects that focus on outcomes, rather than tasks, are the projects that succeed.

Project teams that get distracted along the way and lose focus on the intended outcome are the ones that scramble at the end to finish.

Commissioning leadership matters because

these are the strategic decisions required to guide projects to a successful finish to deliver high quality systems that can be used for decades of reliable operation. And this should be everyone's goal on projects, shouldn't it?

Commissioning is more than just scrambling at the end. The old mindset is that commissioning is just testing once construction is complete – scrambling at the end, rushing tests without a strategy, with no commissioning leadership required since construction will primarily lead site activities. This always leads to a higher-risk approach, delays to completing projects with more rework required, and poor handovers to operation teams (also with the higher chance of early-life equipment failures during operation).

The truth is, commissioning is a strategic leadership function that guides project integration from day one.

Commissioning touches the design, contract procurement, equipment procurement, construction, startup, and handover success of projects.

And without strategic commissioning leadership, it's no wonder each of these aspects of projects are not aligned for success.

Commissioning leaders shape the scope and schedule of projects early.

By identifying risks as soon as possible and implementing mitigation strategies, commissioning leadership is able to prevent issues before they occur.

Strong commissioning leadership means that contractors, vendors, and owners are aligned from the beginning, and stay focused on the project outcome rather than getting bogged down in each individual task to get to completion.

Real commissioning leadership looks like a cohesive group of engineering, procurement, construction, and commissioning project management leaders all collaboratively working together right from the start of projects.

Commissioning leadership is a different role and skillset than what's required for commissioning on-site execution during testing – leading the planning and strategy aspects of commissioning is very different than managing and coordinating testing in the field. Because these roles and skillsets are not well understood by all project groups, the necessary roles get overlooked and left until too late in the project.

Commissioning leaders aren't just verifying systems – they're steering the project toward success. They're planning and managing system turnover sequencing, they're overseeing commissioning readiness milestones and decision gates, and they're ensuring all project groups are working towards the same goals and initiatives to keep the team aligned.

Today's projects are larger and more complex than ever. The fast-pace of projects demands strong leaders to lead projects to the intended outcome. When earlier mistakes are missed, this compounds into bigger and more expensive delays later that cause projects to fail to deliver on their intended outcome. When commissioning leadership is involved in projects early, project budgets, schedules, and operational reliability are able to be protected with improved risk mitigation to achieve project success. Commissioning leadership is not optional anymore – it's essential.

But where do you find these commissioning leaders?

These are highly skilled individuals, with technical skills, project management skills,

leadership skills, and commercial skills – individuals with this complete package of skillsets are in-demand and already busy on other projects, they're not just sitting around waiting for your phone call to join your project.

The ICxA is leading the movement to develop commissioning leadership talent to lead the next generation of projects to success. We're setting the global commissioning standard for leadership to embrace, with proven processes for project leaders to implement at the beginning of projects.

The ICxA is here to promote commissioning as a strategic project discipline required to lead projects to success.

Commissioning can no longer be an activity to follow at the end of projects – commissioning

IC_xA Industrial
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JOIN THE INDUSTRIAL COMMISSIONING ASSOCIATION

ICA Global Commissioning Standard, Procurement Best-Practices, Lessons Learned Repositories, To Complete Commissioning as Efficiently as Possible

Benefits of joining the Industrial Commissioning Association

-  Apply commissioning best-practices to your projects
-  Get management buy-in for commissioning
-  Apply lessons learned from other projects
-  Select the best software for your projects
-  Follow a roadmap to complete commissioning
-  Be part of a community to get support along your CSU journey

 To become a member
icxa.net/join



must be the leadership at the start to lead projects to success. The ICxA has all the resources you need to incorporate this critical leadership function into your project delivery strategies.

If you believe that commissioning is more than just testing...

If you want to shape projects, not just react to them...

If you see yourself and your organization as a commissioning leader...

Then join this commissioning movement. Join the Industrial Commissioning Association, reach out and get involved, and help elevate the industry with precise commissioning

leadership. Together as leaders, we can all contribute to the success of projects.

Projects of the future will succeed because of strong commissioning leadership — not despite it. The future belongs to those who lead from day one. Let's build it together.

“Commissioning is the strategy, integration, and project controls that makes projects successful...commissioning is leadership that starts right from the beginning of projects.”



Commissioning Project Audits

Optimize Execution
Implement a Strategic Commissioning Framework
Ensure Seamless Project Handover



Strategic Commissioning Starts with Early Risk Identification

What is a Commissioning Project Audit?

A Commissioning Project Audit is a structured evaluation designed to align commissioning with project management, contractual execution, and digital integration. We assess:

- ✓ Commissioning Process Integration
- ✓ Strategic Commissioning Leadership Alignment
- ✓ Digital Commissioning & Data Integration
- ✓ Contractual Commissioning Implementation
- ✓ Risk Exposure & Compliance Readiness

Who Benefits from a Commissioning Project Audit?

Several industry professionals can greatly benefit from these services.

- ✓ Project Owners & Developers
- ✓ EPC Firms & Contractors
- ✓ Commissioning Leaders & Managers
- ✓ Digital Transformation & Technology Teams
- ✓ Legal & Contract Management Teams

What's Included in a Commissioning Project Audit?

Our audit provides a comprehensive, actionable risk assessment covering:

- ✓ Project Management & Commissioning Integration
- ✓ Strategic Commissioning Leadership Evaluation
- ✓ Digitalization & Data Integration Assessment
- ✓ Contractual Implementation & Compliance Review
- ✓ Corrective Action Roadmap
- ✓ Expert Consultation & Support

To book a Commissioning Audit Consultation

icxa.net/audit

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THE FUTURE BELONGS TO PROJECTS THAT EMBRACE COMMISSIONING-FIRST

by Paul Turner, P.Eng., PMP

The Future Isn't Built by Chance. It's Built by Commissioning-First Projects.

Projects that treat commissioning as a strategic, early-phase investment will outperform those that don't.

The Industrial Commissioning Association is your project advantage — created to sharpen your commissioning strategy, strengthen your commissioning execution, and help you lead projects to successful handover.

Picture in your mind – what does a successful project look like at the end? Does it look like a dirty construction site with material lying around everywhere? Or does it look clean, ready for operation, with methodical testing to confirm systems can operate for decades of reliable operation?

Imagine delivering projects that finish strong – with clean turnovers, reliable operations, and confident startups.

This is very possible, and can be planned for in advance.

If this is what you want on projects, then there are steps you take now to make this happen. It's a choice, if this is the desired outcome, rather than scrambling at the end to finish. And this decision is made during FEED, whether project teams are aware they are making this decision or not.

The future outcome of projects is not a dream – it's a reality for those project teams who lead with a commissioning-first approach. And project teams that lead with this approach are the go-to experts everyone turns to when the stakes are high and projects need to deliver.

The painful truth is – commissioning is squeezed at the end because there was no commissioning leadership at the beginning. Startups are filled with chaos, there is missing documentation, and a scramble to complete testing at the end.

If you've ever felt frustrated at the end of projects – it wasn't because you failed. It's because the system was never set up for you to succeed right from the start.

Project teams that treat commissioning as an afterthought almost always guarantee last-minute fire fighting. And then they wonder

COMMISSIONING LEADERSHIP PROGRAMS

LEAD COMMISSIONING WITH CONFIDENCE

Courses are aligned with the ICA Global Commissioning Standard, provide actionable training to enhance your leadership capabilities.

✔ Learn to Manage the Big Picture

Plan schedules, budgets, and resources while ensuring commissioning supports project success.

✔ Master Stakeholder Management

Confidently manage client expectations, contractor performance, and team alignment.

✔ Earn Industry Recognition

Demonstrate your expertise and achieve commissioning excellence.

what went wrong, without realizing they lacked commissioning leadership right from the start.

The new world of project success comes from a commissioning-first approach.

This approach changes everything and starts during FEED and during detailed engineering design.

A commissioning-first approach shapes contract procurement and equipment procurement contracts with a “Start with the end in mind” mindset required for projects to succeed.

Only when this commissioning-first mindset is baked into all early aspects of projects can projects succeed on delivering their intended outcome. Projects with a commissioning-first approach are able to protect schedule and quality, which leads to controlled and confident startups.

You’ve always known that testing at the end wasn’t enough. And you were right, to have the suspicion that more was required upfront to plant for project success.

You’ve seen the shortcomings in project leadership that led to expensive mistakes later, and this often due to missing commissioning leadership at the beginning of projects.

Your expectation that commissioning needs to be involved in projects at the beginning has been correct all along, and this starts with commissioning leadership part of the project management team right from the beginning. The real project leaders – the ones building the future – are embedding commissioning leadership into their project strategy development to ensure all aspects of projects are aligned for a strong finish.

The question is simple then – are you following an outdated playbook – are you

stuck with the idea that commissioning is just testing in the end?

Or are you leading the future of project delivery, with strategic commissioning leadership embedded into your project executive, project sponsor, and project leadership decision making processes to align project expectations with project outcomes? The world is changing fast, and the pace of change is increasing at a staggering rate. Commissioning-first projects will set the new standard for project delivery excellence. Those who adapt will be the industry leaders that others will scramble to follow.

I assume you’re reading this newsletter because you see what’s possible. And the sooner your organization steps into this new reality, the sooner your projects will become exceptional.

It’s time to step into a commissioning-first approach with strategic commissioning leadership to deliver project excellence.

The Industrial Commissioning Association sets the bar for what is required to achieve commissioning leadership excellence. The ICA Global Commissioning Standard is your proven roadmap from start to finish to lead projects to success. We’re training the new generation of commissioning leaders – the

“The real project leaders – the ones building the future – are embedding commissioning leadership into their project strategy development to ensure all aspects of projects are aligned for a strong finish.”

true leaders that can step up with more than just technical skills – to strategically plan and manage commissioning for flawless project completion.

We're building a network of project professionals who are committed to better outcomes on projects – the project commissioning leadership professionals to lead projects to success over the next decades.

Through this newsletter, our specialized commissioning resources, and our growing commissioning community, we're giving you the tools, strategies, and support to lead commissioning-first projects — and leave fire-fighting behind.

The future of project delivery is already being written by those that have embraced commissioning-first thinking.

Will your projects be among them?

Or will your projects continue to struggle with late and over-budget completions?

Join the Industrial Commissioning Association, connect with the community, and reach out for any support that's required.

Join this commissioning movement and start transforming project outcomes.

IC_xA **SPONSORSHIP OPPORTUNITIES**

Are you interested in sponsoring the Industrial Commissioning Association? This is a great opportunity for commissioning products and services providers to get in front of people that are already looking for the solutions you offer.

- Sponsor the ICx_A Monthly Newsletter to showcase your products or services
- Sponsor an ICx_A Podcast episode to be part of the commissioning discussion
- Sponsor the ICx_A Member's Area to bring visibility to your commissioning expertise

CONTACT US!

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