

OFFER SHEET · ORGANIZATIONAL CAPABILITY

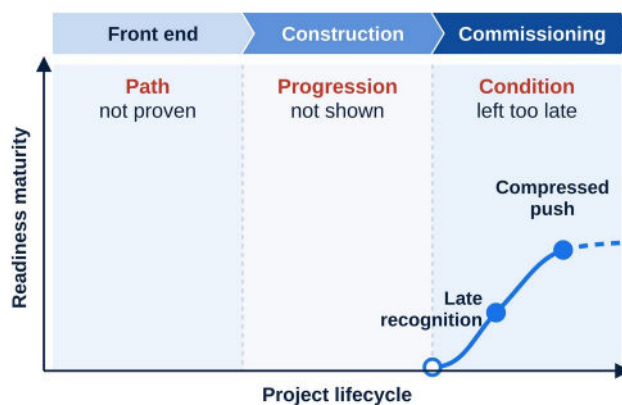
Readiness Capability Program

For owners who execute capital projects and the organizations that operate them: build the processes that grow readiness maturity from the front end, so projects are ready to operate by design rather than by a late push.

Every project you deliver is on one of these two curves

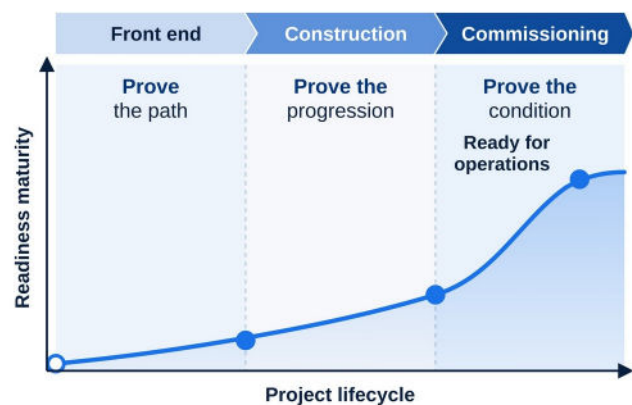
On most projects, readiness is treated as a milestone near the end, something commissioning and operations will sort out. By then the decisions that shape it have been made. Readiness maturity is built, or not built, by the organization's own processes: how outcomes are defined, how gates are passed, what contracts require, when operations gets involved, and what evidence is expected along the way.

Readiness attempted at the end



Capital risk: maturity not demonstrated

Readiness demonstrated throughout



Capital condition: maturity demonstrated

How most projects are delivered

Readiness is left until commissioning starts. The operating team inherits an asset it was not prepared for, and start-up absorbs the gap.

What the program builds toward

Readiness maturity planned from the front end and grown at every stage, so the operating state is reached as a condition of the project, not a scramble at its end.

Better projects are not delivered by better finishing. They are delivered by organizations whose processes grow readiness maturity from the start. The Readiness Capability Program builds those processes into the way your organization plans, contracts, executes and hands over projects.

Who it is for

Organization	What the capability changes
Owners and developers executing capital projects	Readiness maturity becomes a managed part of every project, planned at the front end and evidenced at each of your gates, alongside scope, cost and schedule
Capital delivery and project management groups	A consistent method for building readiness into project plans, gate reviews and contracts, applied the same way on every project

Organization	What the capability changes
Operating organizations that receive new assets	Operations involved from the front end, with the people, procedures, systems and information needed on day one planned and resourced, not inherited

What the program builds

- 1. Outcomes defined up front.** How the organization states what each project must deliver in operation, and carries that through design, contracts, testing and handover.
- 2. Readiness in your gate process.** Evidence expectations at each of your own decision points, so each gate shows readiness maturity progressing, not only scope, cost and schedule.
- 3. Contracts that carry readiness.** Commissioning, testing, training, documentation and handover obligations written into EPC and supply contracts before award, when they are cheapest to secure.
- 4. Operations involved early.** Operational readiness planning, operator roles and handover requirements established at the front end and grown through execution.
- 5. People and practice.** Training for project directors, commissioning and operations leads, with a route to ICxA professional credentials, and supervised application on your own projects.

How the method works

TCP applies a proprietary readiness maturity framework built on the ICxA Outcome Assurance, Commissioning and Operational Readiness standards. It covers more than 400 evidence items across outcome governance, project controls, contracts and finance, permits, commissioning, operational readiness and in-service performance, from the front end of a project to operation. The framework is mapped to the project's own gate structure, whatever its gates are called, and sets the minimum condition each item should have reached at each gate: **defined, in draft, complete, or submitted** as evidence for the gate decision.

Progress is read for trajectory, not just status. Readiness maturity is in its infancy at the start of a project and matures over time. The question at each gate is whether readiness maturity is progressing: whether there is an owner, a date and a trail, or whether the work has stalled, been cancelled or never been started. An organization that asks that question at every gate stops finding out at commissioning.

Your teams work with the outputs of the framework: evidence expectations, templates and review formats fitted to your gate structure. The evaluation matrix itself remains proprietary to TCP.

How the program runs

Phase	What happens	Typical duration
1. Diagnose	Your current delivery process, and one or two recent or current projects, read for where readiness maturity stalled and why.	3–4 weeks
2. Design	Evidence expectations, templates, contract language and an operational readiness approach fitted to your gate structure and delivery model.	4–8 weeks
3. Pilot	The process applied on a live project with your team, adjusted to what works in practice.	2–4 months
4. Embed	Training, handover of materials, and periodic health checks on how the process is being applied.	Ongoing

Phases can be run in sequence or scoped individually. Most organizations start with the diagnostic.

What you receive

- Readiness evidence expectations fitted to your own gate structure.
- Templates for outcome definition, readiness planning, gate reviews and handover.
- Contract and procurement language for readiness, testing, training and handover obligations.
- Trained project, commissioning and operations leads, and a pilot project run to the new process.
- The TCP templates and request lists, for use within your organization.

What it is not

- **Not a replacement for your delivery method.** It adds readiness maturity to the process you already run for scope, cost and schedule.
- **Not a software platform.** The program works with the systems and document controls you already use.
- **Not outsourced delivery.** Your teams run the process; TCP builds it with them and stays available to support it.

Commercial terms

Fees	A fixed fee for the diagnostic. Later phases are scoped and priced from what the diagnostic finds.
Project support	Where you want TCP alongside your team on a specific project, support is scoped separately.

TCP applies ICxA standards as an ICxA Operating Partner. ICxA sets the standards and credentials practitioners; it is not a party to any TCP engagement.

Next step

Start with a 60-minute working session. Bring a recent project, one that went well or one that did not, and we will walk it through the two curves with your team. You will see where readiness maturity was built or lost before committing to anything.

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