



ORGANIZATION QUALITY STANDARD — CORE

WHOLE QUALITY STANDARD QOC1

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Core Architecture for Determining the Quality of Organizations

WHOLE QUALITY INSTITUTE

Foreword

Organizations produce products, services, work, decisions, actions, and other required results through people, Management Systems, processes, facilities, technologies, information, external providers, and other Quality Objects.

The Quality of these constituent and contributing Quality Objects can affect the Organization, but their individual Quality States do not by themselves determine Organization Quality.

This Standard therefore treats the Organization as a Quality Object in its own right. Organization Quality is determined in relation to the Organization Intended Function and Intended Result and the conditions within which they are required to be realized.

The WQI Organization Quality Core is organized through four Quality Factors — Performance, Capability, Integration, and Continuity — and six Core Quality Indicators. Together they provide a common architecture for determining Organization Quality across different organizational Contexts.

This Standard does not prescribe a particular organizational structure, governance model, Management System, process architecture, technology, staffing model, or performance-measurement system. Context-specific application is established through applicable Quality Outcome Criteria, Evidence, and, where applicable, Context Guides.

The methodological derivation and stress-testing of the Core Factors and Indicators are addressed separately in WQI_OFJ1 and WQI_OIJ1.

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Introduction

An Organization contains many Quality Objects. These may include organizational units, people, Management Systems, processes, facilities, technologies, information systems, products, services, and external providers. Each may have its own Intended Function, Intended Result, requirements, and Quality State.

Knowing the Quality of these individual Quality Objects is not sufficient to determine the Quality of the Organization as a whole. The Organization must therefore be examined at its own Methodological Resolution as a defined Quality Object.

For Organization Quality, four questions are fundamental: Is the Organization actually realizing what is required? Does it have sufficient capability for that realization? Are the relationships necessary for it to operate as an organizational whole realized as required? Is required realization maintained through the applicable temporal basis and relevant change?

These questions are represented by Performance, Capability, Integration, and Continuity. Their six Indicators provide the Core determination points within those Factors.

The Factors and Indicators are distinct but interacting. Favorable realization in one area does not automatically compensate for failure or an unresolved condition in another. Organization Quality is therefore not determined by simple addition, averaging, weighting, or reduction to a common numerical value.

The significance of Findings is interpreted through Organization Function Realization, applicable Quality Outcome Criteria defined in Context, functional relationships, Critical Conditions, and applicable Evidence. Detailed criteria, Evidence, and application methods may vary by Context while the Core architecture remains invariant.

1 Scope

This Standard establishes the WQI Core architecture for determining the Quality of an Organization.

It applies where an Organization, or a clearly defined part treated as an Organization for the determination, is established as the Quality Object.

The Standard establishes four Core Organization Quality Factors and six Core Organization Quality Indicators for determining Organization Quality in relation to the Organization Intended Function and Intended Result.

Organization Quality Determination shall be bounded by the applicable responsibilities, authority, Boundaries, Interfaces, Context, and temporal basis of the Organization.

This Standard does not prescribe organizational structure, governance, Management System design, processes, technologies, staffing, performance measures, or a specific determination method.

Context-specific Quality Outcome Criteria, Evidence, determination methods, and application detail may be established for the applicable Context without changing the Core architecture.

The Quality States of constituent or contributing Quality Objects may support Organization Quality Determination but do not by themselves determine the Quality State of the Organization.

2 Normative Foundation

2.1 Whole Quality Root Vocabulary

This Standard uses the controlled WQI Root Vocabulary established in WQI_VOC1.

Terms, concepts, classifications, and relationships established in WQI_VOC1 retain their authoritative WQI meanings when used in this Standard.

Additional wording in WQI_QOC1 applies those concepts specifically to the Organization as the Quality Object and shall not be interpreted as creating competing definitions.

Where interpretation is required, the controlled meaning established in WQI_VOC1 governs.

2.2 Organization as a Quality Object

For Organization Quality Determination, the Organization shall be defined as the Quality Object.

The Organization shall be distinguished from its organizational units, people, Management Systems, processes, facilities, technologies, information systems, products, services, external providers, and other constituent or contributing Quality Objects.

Such Quality Objects may have their own Intended Functions, Intended Results, Quality Outcome Criteria, Findings, and Quality States.

Organization Quality shall be determined at the Methodological Resolution of the Organization as a whole within the defined conditions of the determination.

The Quality State of the Organization shall not be obtained through simple addition, averaging, or mechanical combination of the Quality States of its constituent or contributing Quality Objects. Their significance shall be interpreted through their functional relationships to Organization Function Realization.

2.3 Organization Intended Function

The Organization Intended Function is:

“To operate as an organizational whole so that the required results are produced within the applicable responsibilities, authority, Boundaries, Interfaces, Context, and temporal basis of the Organization.”

“Operate as an organizational whole” does not prescribe a particular organizational structure, Management System, governance model, or method.

The Organization Intended Function shall be examined at the Methodological Resolution of the Organization. The required results and applicable conditions shall be identified for the determination.

Organization Quality is determined in relation to realization of this Intended Function.

2.4 Organization Intended Result

The Organization Intended Result is:

“The Organization realizes its required functions and produces the required results within its applicable responsibilities, authority, Boundaries, Interfaces, Context, and temporal basis.”

The Intended Result represents the required realized state of the Organization and includes both required functions and required results.

Organization Quality Determination shall examine the degree to which this Intended Result is realized together with the Organization Intended Function within the defined conditions of the determination.

2.5 Organization Function Realization

Organization Function Realization is the basis for Organization Quality Determination.

It concerns the degree to which the Organization realizes its Intended Function and Intended Result within the applicable responsibilities, authority, Boundaries, Interfaces, Context, and temporal basis.

Organization Function Realization shall be examined at the Organization level. Evidence concerning constituent or contributing Quality Objects may support the determination where those Quality Objects affect Organization Function Realization.

Their significance shall be interpreted through identified functional relationships. An individual Quality State shall not substitute for determination of the Organization Quality State.

Organization Function Realization is examined through the Core Factors and Indicators and applicable Quality Outcome Criteria defined in Context.

2.6 Boundaries, Interfaces, Context, and Temporal Basis

Organization Quality shall be determined within defined Boundaries, Interfaces, Context, and temporal basis.

Boundaries establish what is included in and excluded from the Organization Quality Object.

Interfaces identify relevant relationships across those Boundaries that can affect Organization Function Realization.

Context establishes the conditions within which Organization Quality is determined.

The temporal basis establishes the period or point in time to which the Organization Quality Determination applies.

These conditions shall be defined with sufficient clarity to establish the basis and limits of the Organization Quality Determination.

A condition outside the Organization's Boundaries may be relevant where its Interface with the Organization affects Organization Function Realization.

Changes in Boundaries, Interfaces, Context, or temporal basis that can materially affect the determination shall be considered.

2.7 Quality Outcome Criteria and Context

Quality Outcome Criteria define the expected states or results for evaluating the Organization.

Quality Outcome Criteria shall be defined in Context.

They shall have a traceable substantive basis and shall be appropriate to the Organization, its Intended Function and Intended Result, and the applicable conditions of the determination.

The Core Organization Quality Factors and Indicators established by this Standard remain invariant. Quality Outcome Criteria may differ according to Context.

Quality Outcome Criteria shall be defined with sufficient clarity to support consistent interpretation of Evidence and Quality Determination.

2.8 Evidence Quality, Uncertainty, and Traceability

Evidence is used to determine the degree of Organization Quality relative to applicable Quality Outcome Criteria defined in Context.

Evidence Quality and Organization Quality are distinct. Evidence may support different degrees of realization relative to the applicable Quality Outcome Criteria.

Limitations, conflicts, and material uncertainty in Evidence shall be identified and reflected in the determination.

Evidence shall be traceable to its source and to the Quality Outcome Criteria, Findings, and Quality Determination that it supports.

Uncertainty shall not be concealed through aggregation, assumptions, or unsupported conclusions.

Where the available Evidence does not support a determination, the applicable condition shall remain Undetermined.

3 Organization Quality Architecture

3.1 General

The WQI Organization Quality Core consists of four Core Quality Factors and six Core Quality Indicators.

The Factors establish the principal dimensions of Organization Quality. The Indicators establish the Core determination points within those Factors.

The Factors and Indicators shall be applied together. No single Factor or Indicator represents Organization Quality by itself.

Their application shall use Quality Outcome Criteria defined in Context and applicable Evidence interpreted against those criteria.

The Core architecture remains invariant across Contexts. Context-specific interpretation may be supported by applicable Context Guides without redefining the Core Factors or Indicators.

3.2 Four Core Organization Quality Factors

- Performance — actual realization of the Organization's required functions and required results.
- Capability — sufficiency of the Organization's capability for required realization.
- Integration — relationships necessary for the Organization to operate as an organizational whole.
- Continuity — maintenance of required realization through the applicable temporal basis and relevant change.

The four Factors have distinct determination functions and are not interchangeable.

3.3 Six Core Organization Quality Indicators

The four Core Factors are examined through six Indicators:

Performance

- Function
- Result

Capability

- Sufficiency

Integration

- Relationships

Continuity

- Function
- Result

The Indicators address:

- Performance — Function: whether required functions are realized as required.
- Performance — Result: whether required results are produced as required.
- Capability — Sufficiency: whether sufficient capability exists for required realization.
- Integration — Relationships: whether relationships necessary for the Organization to operate as an organizational whole are realized as required.
- Continuity — Function: whether realization of required functions is maintained as required through the temporal basis and relevant change.

— Continuity — Result: whether production of required results is maintained as required through the temporal basis and relevant change.

Each Indicator has a distinct determination function. The six Indicators shall be applied through applicable Quality Outcome Criteria defined in Context and applicable Evidence.

3.4 Invariance and Context-Specific Application

The four Core Factors and six Core Indicators are invariant elements of the WQI Organization Quality Core.

They apply across different organizational types, sizes, structures, purposes, locations, technologies, and operating conditions.

Their application is context-specific. The determination shall define the Organization Quality Object, Intended Function and Intended Result, Boundaries, Interfaces, Context, temporal basis, applicable Quality Outcome Criteria, and applicable Evidence.

Applicable Context Guides may support interpretation of the Core Factors and Indicators and the establishment or interpretation of Quality Outcome Criteria in a defined Context.

Context-specific detail shall be established beneath the Core architecture and shall not redefine, replace, or remove a Core Factor or Indicator.

3.5 Interaction, Non-Substitutability, and Non-Compensation

The Core Factors and Indicators are distinct but may interact through Organization Function Realization.

A Finding under one Factor or Indicator may affect another where an identified functional relationship exists.

The Factors and Indicators are non-substitutable. Favorable realization in one shall not automatically compensate for unfavorable or Undetermined realization in another.

The significance of Findings shall be interpreted relative to applicable Quality Outcome Criteria, functional relationships, and Critical Conditions.

Whole-Organization interpretation shall preserve the distinct determination functions of the Factors and Indicators and shall not remove material differences through aggregation.

4 Performance

4.1 General

Performance addresses the actual realization of the Organization's required functions and required results.

It is examined through Function and Result. Both Indicators shall be considered. Neither alone represents Performance.

Performance shall be interpreted through applicable Quality Outcome Criteria defined in Context and applicable Evidence. Performance concerns actual realization and is distinct from Continuity, which concerns maintenance of realization through time and relevant change.

4.2 Function

Function addresses whether the Organization's required functions are realized as required.

The determination shall consider the required functions, applicable Quality Outcome Criteria, Evidence of actual realization, and the conditions of the determination.

Different required functions may have different Quality Outcome Criteria. Favorable realization of one function shall not automatically compensate for failure or an Undetermined condition in another.

Where available Evidence does not support a Finding, the applicable condition shall remain Undetermined.

4.3 Result

Result addresses whether the Organization produces its required results as required.

The determination shall consider the required results, applicable Quality Outcome Criteria, Evidence of actual results, and the conditions of the determination.

Different required results may have different Quality Outcome Criteria. Favorable realization of one result shall not automatically compensate for failure or an Undetermined condition in another.

Where available Evidence does not support a Finding, the applicable condition shall remain Undetermined.

4.4 Performance Interpretation

Performance interpretation brings together the Function and Result Findings without removing their distinct meanings.

The significance of each Finding shall be interpreted against the applicable Quality Outcome Criteria and relevant functional relationships. Favorable Findings shall not automatically compensate for unfavorable or Undetermined Findings.

The interpretation shall represent the extent to which the Organization actually realizes its required functions and required results and shall contribute to whole-Organization interpretation together with the other Core Factors.

5 Capability

5.1 General

Capability addresses the sufficiency of the Organization's capability for required realization.

It is examined through the Core Indicator Sufficiency.

Capability may depend on people, competence, resources, capacity, information, knowledge, technology, facilities, authority, external support, or other means relevant in Context. These are not separate Core Indicators; their significance is determined through Sufficiency.

Capability shall be interpreted through applicable Quality Outcome Criteria and applicable Evidence. Capability is distinct from Performance: actual realization does not by itself establish that capability is sufficient for the required conditions.

5.2 Sufficiency

Sufficiency addresses whether the Organization has sufficient capability for required realization.

The determination shall consider the capability required by the Organization's functions and results, applicable Quality Outcome Criteria, applicable Evidence, and the conditions of realization.

No universal set of organizational means is prescribed. External or contributing dependencies shall be considered where they affect sufficiency.

The existence of capability elements does not by itself establish Sufficiency; they shall be interpreted in relation to required realization.

Where available Evidence does not support a Finding, the applicable condition shall remain Undetermined.

5.3 Capability Interpretation

Capability interpretation is based on the Sufficiency Finding and its relationship to the Organization's required functions, required results, and applicable Quality Outcome Criteria.

The significance of individual capability elements shall be determined by their effect on required realization.

Favorable capability shall not substitute for actual Performance. Favorable Performance shall not by itself establish that capability is sufficient for continued or otherwise required realization.

The Capability interpretation contributes to whole-Organization interpretation together with the other Core Factors.

6 Integration

6.1 General

Integration addresses the relationships necessary for the Organization to operate as an organizational whole.

It is examined through the Core Indicator Relationships.

Relevant relationships may include Interfaces, dependencies, coordination, communication, information flows, responsibilities, and other relationships identified in Context. These are not separate Core Indicators; their significance is determined through Relationships.

Integration shall be interpreted through applicable Quality Outcome Criteria and applicable Evidence. This Standard does not prescribe a particular organizational structure or integration method.

6.2 Relationships

Relationships addresses whether the relationships necessary for the Organization to operate as an organizational whole are realized as required.

The determination shall consider relevant relationships, applicable Quality Outcome Criteria, Evidence of their actual realization, and the conditions of the determination.

Relevant relationships may exist within the Organization or across its Boundaries through Interfaces. The formal existence of a relationship does not by itself establish that it is realized as required.

Dependencies shall be considered where their realization affects Organization Function Realization.

Where available Evidence does not support a Finding, the applicable condition shall remain Undetermined.

6.3 Integration Interpretation

Integration interpretation is based on the Relationships Finding and its relationship to the Organization's required functions, required results, and applicable Quality Outcome Criteria.

Different relationships may have different significance for Organization Function Realization.

Favorable realization of one relationship shall not automatically substitute for failure or an Undetermined condition in another where that relationship is necessary for realization.

The Integration interpretation contributes to whole-Organization interpretation together with the other Core Factors.

7 Continuity

7.1 General

Continuity addresses maintenance of required realization through the applicable temporal basis and relevant change.

It is examined through Function and Result. Both Indicators shall be considered.

Continuity shall be interpreted through applicable Quality Outcome Criteria and applicable Evidence, taking account of relevant change.

Continuity does not require uninterrupted realization unless uninterrupted realization is required by the applicable Quality Outcome Criteria. Recovery, where required, is examined through the applicable Core Factors and Indicators.

Continuity is distinct from Performance, which concerns actual realization at the applicable point or period of determination.

7.2 Function

Function addresses whether realization of the Organization's required functions is maintained as required through the applicable temporal basis and relevant change.

The determination shall consider required functions, applicable Quality Outcome Criteria, Evidence across the relevant temporal basis, relevant change, and the conditions of the determination.

A point-in-time Finding shall not by itself establish Continuity where maintenance through time or change is required.

Where available Evidence does not support a Finding, the applicable condition shall remain Undetermined.

7.3 Result

Result addresses whether production of the Organization's required results is maintained as required through the applicable temporal basis and relevant change.

The determination shall consider required results, applicable Quality Outcome Criteria, Evidence across the relevant temporal basis, relevant change, and the conditions of the determination.

A point-in-time result shall not by itself establish Continuity where maintenance through time or change is required.

Where available Evidence does not support a Finding, the applicable condition shall remain Undetermined.

7.4 Continuity Interpretation

Continuity interpretation brings together the Function and Result Findings without removing their distinct meanings.

Their significance shall be interpreted against applicable Quality Outcome Criteria, the temporal basis, relevant change, and functional relationships.

Favorable Findings shall not automatically compensate for unfavorable or Undetermined Findings.

The interpretation shall represent the extent to which required functions and required results are maintained as required and shall contribute to whole-Organization interpretation together with the other Core Factors.

8 Interaction of Organization Quality Factors and Indicators

8.1 General

The Core Factors and Indicators have distinct determination functions within one Organization Quality architecture.

Organization Function Realization may depend on relationships among Factors, Indicators, and constituent or contributing Quality Objects.

Findings shall be related across the architecture only where a relevant functional relationship is identified. Their significance shall be interpreted through applicable Quality Outcome Criteria and applicable Evidence.

Interaction shall not be represented through unsupported aggregation or assumed equivalence.

8.2 Distinct but Interacting Determination Functions

Performance, Capability, Integration, and Continuity address different determination functions. Their Indicators preserve those distinctions.

A condition identified under one may affect another where the condition changes required realization or a functional relationship.

Such interaction shall be supported by the applicable Evidence and identified relationship. Causation shall not be assumed solely because conditions occur together.

8.3 Non-Substitutability and Non-Compensation

No Core Factor or Indicator substitutes for another.

Organization Quality shall not be determined by averaging, weighting, scoring, or mechanically aggregating Findings across the Core architecture.

Favorable Findings shall not automatically compensate for unfavorable or Undetermined Findings. Their significance shall be interpreted through required functions, required results, applicable Quality Outcome Criteria, functional relationships, and Critical Conditions.

8.4 Critical Conditions

Critical Conditions are conditions whose failure or unresolved state can materially affect Organization Function Realization.

Critical Conditions shall be identified in Context where applicable and may relate to any Core Factor or Indicator.

Their significance shall be interpreted through applicable Quality Outcome Criteria and applicable Evidence. A Critical Condition shall not be concealed by favorable Findings elsewhere.

Where the Evidence does not support determination of a Critical Condition, the resulting uncertainty or Undetermined condition shall remain visible.

8.5 Relationships Among Constituent and Contributing Quality Objects

Constituent and contributing Quality Objects may have their own Intended Functions, Intended Results, Quality Outcome Criteria, Findings, and Quality States.

Their individual Quality States do not by themselves determine Organization Quality. Their significance shall be interpreted through their functional relationships to the Organization's required functions and required results.

Favorable Quality of a constituent or contributing Quality Object does not establish favorable Organization Quality. An unfavorable or Undetermined state shall be interpreted according to its actual significance for Organization Function Realization.

Organization-level interpretation shall preserve traceability to the relevant Quality Objects and relationships.

8.6 Propagation of Quality Findings

A Finding may affect other parts of the Organization Function-Realization Network where a functional relationship exists.

Propagation shall identify the originating Finding, the relevant relationship, the affected function, result, capability, relationship, or continuity condition, and the applicable Evidence.

A Finding shall not be assumed to have the same significance at different organizational levels or times. Its significance shall be interpreted through the applicable Quality Outcome Criteria and conditions.

Propagation shall remain traceable through whole-Organization interpretation.

8.7 Whole-Organization Interpretation

Whole-Organization interpretation brings together Findings from the six Core Indicators and interpretations of the four Core Factors.

It shall consider applicable Quality Outcome Criteria, Critical Conditions, functional relationships, relevant constituent and contributing Quality Objects, propagated effects, and material uncertainty.

It shall not mechanically aggregate Findings or automatically compensate unfavorable or Undetermined conditions with favorable conditions.

The significance of Findings shall be interpreted through Organization Function Realization while preserving traceability. Whole-Organization interpretation provides the basis for the Organization Quality State.

9 Organization Quality Determination

9.1 General

Organization Quality Determination establishes the Quality State of the Organization as the defined Quality Object.

It shall be based on the Organization Intended Function and Intended Result, applicable Quality Outcome Criteria defined in Context, applicable Evidence interpreted against those criteria, six Core Indicator Findings, four Core Factor interpretations, relevant functional relationships and Critical Conditions, and material uncertainty or Undetermined conditions.

The determination shall preserve the significance of individual Findings and shall not rely on simple aggregation.

The resulting Organization Quality State represents the degree to which the Organization realizes its Intended Function and Intended Result within the defined conditions of the determination.

9.2 Applicable Quality Outcome Criteria

Organization Quality Determination shall use applicable Quality Outcome Criteria defined in Context.

The criteria shall establish the expected states or results against which Evidence is interpreted.

The determination shall identify the applicable criteria, their Context, their substantive basis, and their relationship to the Core Factors and Indicators.

Different Indicators or required functions and results may require different Quality Outcome Criteria.

Quality Outcome Criteria shall not be changed solely to fit observed or desired results. Where an applicable criterion cannot be established with a traceable substantive basis, the limitation shall remain visible in the determination.

9.3 Evidence-Supported Findings

Findings shall represent what the applicable Evidence supports relative to the applicable Quality Outcome Criteria.

Each Finding shall remain traceable to the applicable criterion, Evidence, Core Indicator, Context, and material uncertainty.

Evidence Quality and Organization Quality are distinct. Limitations in Evidence shall not be converted into favorable or unfavorable Organization Quality Findings without support.

Where the available Evidence does not support a Finding, the applicable condition shall remain Undetermined.

9.4 Indicator Interpretation

Indicator interpretation brings together the applicable Evidence-Supported Findings for each Core Organization Quality Indicator.

The Core Indicators remain invariant. Their application in a defined Context may be interpreted through applicable Context Guides.

Context Guides may provide:

- context-specific interpretation of the Indicator;
- applicable Quality Outcome Criteria;
- relevant Boundaries and Interfaces;
- applicable Evidence; and

— the Methodological Resolution needed for the determination.

Context Guides shall not redefine, replace, or remove a Core Indicator.

For each Indicator, the interpretation shall consider the applicable Quality Outcome Criteria defined in Context, the Evidence-Supported Findings, relevant functional relationships and Critical Conditions, and material uncertainty or Undetermined conditions.

The resulting Indicator interpretation shall preserve the meaning and determination function of the Core Indicator while reflecting the applicable Context.

9.5 Factor Interpretation

Factor interpretation brings together the interpretations of the Core Organization Quality Indicators within each governing Factor.

The four Core Factors remain invariant. Their application in a defined Context may be interpreted through applicable Context Guides.

For each Factor, the interpretation shall consider:

- the interpretations of its applicable Indicators;
- applicable Quality Outcome Criteria defined in Context;
- relevant functional relationships and Critical Conditions;
- applicable Context Guide provisions; and
- material uncertainty or Undetermined conditions.

Factor interpretation shall preserve the distinct determination functions of its Indicators.

Favorable Indicator Findings shall not automatically compensate for unfavorable or Undetermined Findings within the Factor.

The Factor interpretation shall represent what the applicable Findings support for Performance, Capability, Integration, or Continuity.

Context-specific interpretation shall not redefine, replace, or remove a Core Factor or Core Indicator.

The resulting Factor interpretations provide the basis for whole-Organization interpretation.

9.6 Whole-Organization Interpretation

Whole-Organization interpretation brings together the four Core Factor interpretations.

It shall consider applicable Quality Outcome Criteria, Context Guide provisions where applicable, functional relationships, Critical Conditions, propagated effects, and material uncertainty or Undetermined conditions.

It shall not mechanically aggregate Factor interpretations or automatically compensate unfavorable or Undetermined conditions with favorable conditions.

Their significance shall be interpreted through the Organization Intended Function and Intended Result.

The interpretation shall preserve Findings, relevant relationships, uncertainty, and traceability and shall provide the basis for the Organization Quality State.

9.7 Undetermined Conditions

A condition shall remain Undetermined where the available basis does not support a determination.

This may occur where Evidence does not support the determination, a material uncertainty remains unresolved, an applicable Quality Outcome Criterion cannot be established, relevant conditions are not defined, a functional relationship cannot be determined, or a Critical Condition cannot be evaluated.

Undetermined is neither a favorable nor an unfavorable Quality Finding.

An Undetermined condition shall remain visible at the applicable Indicator, Factor, or whole-Organization level and shall not be removed through assumptions, averaging, or favorable Findings elsewhere.

The reason for and significance of an Undetermined condition shall remain traceable. The condition may be updated when a later determination is supported.

9.8 Organization Quality State

The Organization Quality State represents the determined Quality of the Organization as the defined Quality Object.

It shall be based on the whole-Organization interpretation of:

- Performance;
- Capability;
- Integration; and
- Continuity.

The Organization Quality State shall represent the degree to which the Organization realizes its Intended Function and Intended Result within the applicable Boundaries, Interfaces, Context, and temporal basis.

The determination shall use applicable Evidence interpreted against Quality Outcome Criteria defined in Context and, where applicable, through Context Guide provisions.

Evidence may support different degrees of realization relative to the applicable Quality Outcome Criteria.

The Organization Quality State shall preserve the significance of Critical Conditions, functional relationships, material uncertainty, and Undetermined conditions.

It shall not be derived through simple addition, averaging, weighting, or mechanical aggregation of Factor interpretations, Indicator Findings, or the Quality States of constituent or contributing Quality Objects.

The Organization Quality State applies only within the defined basis and conditions of the determination.

Where those conditions materially change, the continued applicability of the Organization Quality State shall be reconsidered.

10 Organization Quality Claims

10.1 Purpose

An Organization Quality Claim communicates the result of an Organization Quality Determination.

The Claim shall represent the supported Organization Quality State and remain traceable to the applicable Quality Outcome Criteria, Context Guide provisions where applicable, Evidence and Findings, conditions of the determination, and material uncertainty.

A Claim shall not extend beyond the basis of the determination. An Organization-level Claim shall not imply that all constituent or contributing Quality Objects have the same Quality State.

10.2 Claim Boundary

An Organization Quality Claim shall be bounded by the defined basis of the determination.

The Claim shall identify or remain traceable to the Organization or defined part, Intended Function and Intended Result, Boundaries, Interfaces, Context, temporal basis, and material limitations.

A Claim concerning the Organization shall not automatically extend to constituent or contributing Quality Objects, and claims concerning those Quality Objects shall not automatically extend to the Organization.

Where a material condition changes, the continued applicability of the Claim shall be reconsidered.

10.3 Current and Historical Claims

An Organization Quality Claim shall identify its temporal basis.

A current Claim represents the applicable current determination. A historical Claim represents the determination for the earlier defined temporal basis.

A historical Claim shall not be treated as evidence of current Organization Quality without considering relevant changes.

Relevant changes may include required functions or results, Boundaries or Interfaces, Context or Quality Outcome Criteria, Capability or Relationships, constituent or contributing Quality Objects, and other conditions that can materially affect Organization Function Realization.

10.4 Conditions of Continued Validity

An Organization Quality Claim remains applicable only while the basis and conditions supporting it remain applicable.

Changes in the Intended Function or Intended Result, Quality Outcome Criteria, Boundaries, Interfaces, Context, temporal basis, Core Factor conditions, or other material conditions shall be considered.

A change does not automatically invalidate a Claim. Where the change can materially affect the determination, the Claim shall be reconsidered.

A current Claim shall not be maintained where the available basis no longer supports it.

10.5 Bounded Claim Principle

An Organization Quality Claim shall be no broader, stronger, or more certain than the determination supports.

It shall preserve the defined Quality Object, Intended Function and Intended Result, applicable Quality Outcome Criteria, Boundaries, Interfaces, Context, temporal basis, material uncertainty, Undetermined conditions, and other limitations.

Favorable, unfavorable, or Undetermined Findings shall not be extended beyond their supported scope.

The Claim shall remain traceable to the determination on which it is based.

11 Application across Organizations and Contexts

11.1 Cross-Context Application

The WQI Organization Quality Core applies across different Organizations and Contexts.

The four Core Factors and six Core Indicators remain invariant. Their application shall reflect the defined Context.

Differences in Context may affect applicable Quality Outcome Criteria, interpretation through Context Guides, Boundaries and Interfaces, temporal basis, Evidence, Critical Conditions, and relevant constituent or contributing Quality Objects.

Such differences shall not redefine the Core architecture.

11.2 Context-Specific Quality Outcome Criteria

Application of the Core Organization Quality Factors and Indicators requires Quality Outcome Criteria appropriate to the defined Context.

Different Contexts may require different Quality Outcome Criteria for the same Core Factor or Indicator.

Applicable Context Guides may establish or support the interpretation of Quality Outcome Criteria for a defined Context.

Context-specific Quality Outcome Criteria shall preserve their traceable substantive basis and their relationship to the applicable Core Factors and Indicators.

Changes in Context shall be considered where they affect the applicability or interpretation of the Quality Outcome Criteria.

11.3 Constituent and Contributing Quality Objects

The constituent and contributing Quality Objects relevant to Organization Quality shall be identified in Context.

Their relevance depends on their functional relationships to the Organization's required functions and required results.

Different Contexts may involve different constituent and contributing Quality Objects and different functional relationships among them.

Applicable Context Guides may identify these Quality Objects and relationships for a defined Context.

Only Quality Objects relevant to Organization Function Realization need to be included in the applicable Organization Quality Determination.

Their treatment shall preserve the distinction between their individual Quality States and the Quality State of the Organization.

11.4 Context Guides and Other Application Documents

Context Guides support application of the WQI Organization Quality Core in defined Contexts.

A Context Guide may provide:

- context-specific interpretation of the Core Factors and Indicators;
- applicable Quality Outcome Criteria;
- relevant constituent and contributing Quality Objects;
- relevant functional relationships;
- applicable Boundaries and Interfaces;

- Critical Conditions; and
- other information needed for application in the defined Context.

Context Guides shall preserve the meaning and determination functions of the Core Factors and Indicators. They shall not redefine, replace, or remove the Core architecture.

Other application documents may provide additional methods, procedures, Evidence sources, or implementation detail where needed.

Such documents shall remain traceable to the applicable Core Factors and Indicators, Quality Outcome Criteria, and Context.

Context Guides and other application documents support application of this Standard; they do not create a separate Organization Quality architecture.

11.5 Context Without Fragmentation

Context-specific application shall preserve one common WQI Organization Quality Core.

Different Contexts may require different Quality Outcome Criteria, Context Guide interpretations, constituent or contributing Quality Objects, functional relationships, Boundaries, Interfaces, Critical Conditions, Evidence, or methods.

Such detail shall remain connected and traceable to the invariant four Core Factors and six Core Indicators.

Context-specific application shall not create separate or competing Organization Quality Core architectures.

12 Conformance with the WQI Organization Quality Core

12.1 General

Conformance with WQI_QOC1 requires application of the Core Organization Quality architecture established by this Standard.

A conforming application shall define the Organization Quality Object, Intended Function and Intended Result; apply the four Core Factors; consider the six Core Indicators; establish applicable Quality Outcome Criteria in Context; interpret applicable Evidence against those criteria; preserve the applicable Boundaries, Interfaces, Context, temporal basis, uncertainty, and traceability; and use applicable Context Guides where required by the application.

Conformance does not require identical Quality Outcome Criteria, Evidence, methods, or application detail across different Contexts. It requires preservation of the Core architecture and its determination functions.

12.2 Required Use of the Four Core Quality Factors

A conforming Organization Quality Determination shall use all four Core Factors: Performance, Capability, Integration, and Continuity.

Each Factor shall retain its distinct determination function. A Factor shall not be omitted because it is difficult to determine. Where a determination cannot be supported, the reason and resulting Undetermined condition shall remain visible.

Additional context-specific detail may be used but shall not redefine or replace a Core Factor.

12.3 Required Consideration of the Six Core Quality Indicators

A conforming Organization Quality Determination shall consider all six Core Indicators:

Performance

- Function
- Result

Capability

- Sufficiency

Integration

- Relationships

Continuity

- Function
- Result

Each Indicator shall retain its distinct determination function and shall be interpreted through applicable Quality Outcome Criteria and Evidence.

Where an Indicator cannot be determined, the reason and resulting Undetermined condition shall remain visible. Context Guides may support application but shall not redefine, replace, or remove a Core Indicator.

12.4 Permissible Contextualization

Contextualization may establish or specify Quality Outcome Criteria, Context Guide provisions, constituent and contributing Quality Objects, functional relationships, Critical Conditions, Boundaries, Interfaces, temporal basis, Evidence, methods, procedures, and other application detail.

Such detail shall remain beneath and traceable to the Core architecture. Contextualization shall not alter the number, meaning, or determination functions of the four Core Factors or six Core Indicators.

12.5 Prohibited Redefinition or Silent Substitution

A conforming application shall preserve the established meanings of the Core Factors and Indicators.

It shall not rename a Core element in a way that changes its meaning, substitute another concept for it, combine Core elements in a way that removes their distinct determination functions, or replace the Core architecture with context-specific detail.

Any additional factor, indicator, or application element shall have its relationship to the Core architecture identified. Changes to the Core architecture may occur only through controlled revision of this Standard.

12.6 Traceability to WQI_VOC1 and WQI Evidence Quality Core

Application of this Standard shall remain consistent with the WQI Root Vocabulary established in WQI_VOC1.

WQI-controlled terms used in Organization Quality Determination shall retain their established meanings and relationships.

Evidence used in Organization Quality Determination shall be addressed consistently with the WQI Evidence Quality Core.

Evidence Quality and Organization Quality shall remain distinct.

Evidence supports determination of the degree of realization relative to applicable Quality Outcome Criteria defined in Context. Evidence Quality concerns the Quality of that Evidence for its intended use.

Traceability shall be maintained among:

- applicable WQI concepts and terms;
- the Organization Quality Object;
- the Intended Function and Intended Result;
- Core Factors and Indicators;
- Quality Outcome Criteria;
- Evidence and Findings;
- Factor and whole-Organization interpretations; and
- the Organization Quality State and Quality Claim.

This traceability shall allow the basis of the determination to be followed without changing meanings established by applicable WQI Core Standards.

13 Maintenance and Controlled Revision

13.1 Invariant Core

The invariant WQI Organization Quality Core consists of four Factors — Performance, Capability, Integration, and Continuity — and six Indicators — Performance Function, Performance Result, Capability Sufficiency, Integration Relationships, Continuity Function, and Continuity Result.

This architecture remains invariant across Organizations and Contexts. Quality Outcome Criteria, Context Guides, Evidence, methods, and application detail may differ or change without changing the Core.

A change to the number, meaning, or determination function of a Core Factor or Indicator is a change to the Core and shall be addressed through controlled revision.

13.2 Necessary but Not Closed

The Core Factors and Indicators are treated as necessary for the present WQI Organization Quality architecture, but the architecture is not permanently closed to revision.

New organizational forms, Contexts, functional relationships, or conditions may reveal a necessary determination function that cannot be represented by the existing Core.

Additional application detail does not by itself justify a Core change. A Core change is justified only where a necessary and distinct determination function cannot be adequately represented within the existing architecture.

Addition, removal, combination, or redefinition of a Core Factor or Indicator requires methodological justification and controlled revision.

13.3 Conditions for Revision

Revision of the Core may be considered where Evidence from application, research, or methodological analysis identifies a material limitation in the architecture.

A proposed revision shall be examined where:

- a necessary determination function cannot be addressed by the existing Core;
- an existing Factor or Indicator does not have a distinct determination function;
- significant overlap or redundancy is demonstrated;
- materially different Contexts reveal a persistent architectural gap; or
- consistency with WQI methodology requires correction.

Differences in Quality Outcome Criteria, Context Guides, Evidence, methods, or application detail do not by themselves justify revision of the Core.

A proposed revision shall be evaluated for necessity, distinctness, non-overlap, cross-context applicability, and its effect on the whole Organization Quality architecture.

Revision shall be based on methodological justification rather than convenience.

13.4 Controlled Revision Principles

Revision of the WQI Organization Quality Core shall be controlled and traceable.

A proposed revision shall:

- identify the limitation or need for revision;
- define the proposed change;
- provide the methodological justification for the change;

- examine its effect on the existing Core Factors and Indicators;
- examine its applicability across different Organizations and Contexts; and
- preserve consistency with the applicable WQI Root Vocabulary and Core Standards.

Revision shall distinguish changes to the invariant Core architecture from changes to context-specific application.

Changes to Quality Outcome Criteria, Context Guides, Evidence, methods, or application detail shall not be treated as changes to the Core unless they require a change to a Core Factor or Indicator.

The basis, scope, and effect of an adopted revision shall remain traceable.

Previous editions shall remain identifiable so that Quality Determinations and Quality Claims can be traced to the edition under which they were made.

Annex A (informative) — WQI Organization Quality Core Architecture

A.1 Four Core Organization Quality Factors

The WQI Organization Quality Core consists of four Factors:

- Performance
- Capability
- Integration
- Continuity

Performance addresses the actual realization of the Organization's required functions and required results.

Capability addresses the sufficiency of the Organization's capability for the required realization.

Integration addresses the relationships necessary for the Organization to operate as an organizational whole.

Continuity addresses the maintenance of the Organization's required functions and required results through the applicable temporal basis and relevant change.

The four Factors have distinct determination functions but are interpreted together in determining Organization Quality.

Their application in different Contexts does not change the Core Factor architecture.

A.2 Six Core Organization Quality Indicators

The four Core Organization Quality Factors are examined through six Indicators:

Performance

- Function
- Result

Capability

- Sufficiency

Integration

- Relationships

Continuity

- Function
- Result

The Indicators provide the Core determination points within their governing Factors.

Performance — Function addresses actual realization of the Organization's required functions.

Performance — Result addresses actual realization of the Organization's required results.

Capability — Sufficiency addresses whether the Organization has sufficient capability for the required realization.

Integration — Relationships addresses whether the relationships necessary for the Organization to operate as an organizational whole are realized as required.

Continuity — Function addresses maintenance of the Organization's required functions through the applicable temporal basis and relevant change.

Continuity — Result addresses maintenance of the Organization's required results through the applicable temporal basis and relevant change.

The six Indicators remain invariant. Their application is interpreted in Context through applicable Quality Outcome Criteria and, where applicable, Context Guides.

A.3 Organization Function-Realization Network

An Organization operates through functional relationships among multiple constituent and contributing Quality Objects.

These relationships form an Organization Function-Realization Network.

Within this network:

- the Organization has defined required functions and required results;
- constituent and contributing Quality Objects support or affect their realization;
- functional relationships connect those contributions to Organization Function Realization;
- Core Factors and Indicators provide the common architecture for determining Organization Quality;
- Quality Outcome Criteria are defined in Context;
- Context Guides may support context-specific interpretation and application; and
- Evidence supports Findings relative to the applicable Quality Outcome Criteria.

A Finding concerning one part of the network may affect other parts where a functional relationship exists.

Such effects are interpreted through the identified relationships rather than through simple addition, averaging, or transfer of individual Quality States.

The Organization Quality State is determined at the level of the Organization while preserving traceability to the relevant functions, results, relationships, Quality Objects, Quality Outcome Criteria, Evidence, and Findings.

The Organization Function-Realization Network therefore provides a functional view of the Organization rather than a representation based only on its organizational structure.

Annex B (informative) — Organization Quality Determination Pathway

The WQI Organization Quality Determination follows a traceable pathway from the defined Organization Quality Object to the resulting Organization Quality State and Quality Claim.

The pathway is:



Throughout this pathway:

- the four Core Factors and six Core Indicators remain invariant;
- Quality Outcome Criteria are defined in Context;
- applicable Evidence is interpreted relative to the Quality Outcome Criteria;
- Evidence Quality remains distinct from Organization Quality;
- constituent and contributing Quality Objects are considered through their functional relationships to Organization Function Realization;
- Critical Conditions and material uncertainty remain visible;
- Undetermined conditions are preserved where a determination is not supported; and

— traceability is maintained from the basis of the determination to the resulting Quality State and Quality Claim.

The pathway does not require numerical aggregation of Findings, Factors, Indicators, or Quality States.

The Organization Quality State results from interpretation of the degree to which the Organization realizes its Intended Function and Intended Result within the defined conditions of the determination.

Annex C (informative) — Relationship to WQI_VOC1 and WQI Evidence Quality Core

C.1 Relationship to WQI_VOC1

WQI_VOC1 provides the controlled vocabulary and root concepts used by this Standard.

WQI_QOC1 applies those concepts specifically to the Organization as the Quality Object.

Terms and concepts established in WQI_VOC1 retain their established meanings when applied in this Standard.

WQI_QOC1 does not create competing definitions. It establishes the Organization Quality architecture through which the WQI root concepts are applied to Organization Quality Determination.

C.2 Relationship to the WQI Evidence Quality Core

The WQI Evidence Quality Core addresses the Quality of Evidence used in Quality Determination.

WQI_QOC1 addresses the Quality of the Organization.

These are distinct Quality Determinations.

In Organization Quality Determination, applicable Evidence is interpreted relative to Quality Outcome Criteria defined in Context.

Evidence may support different degrees of realization relative to those Quality Outcome Criteria.

Evidence Quality concerns the Quality of the Evidence for its intended use. It does not itself determine whether Organization Quality is favorable or unfavorable.

Where limitations in Evidence affect what can be determined about the Organization, those limitations and resulting uncertainty shall remain visible.

C.3 Combined Application

WQI_VOC1, the WQI Evidence Quality Core, and WQI_QOC1 perform different but connected functions:

- WQI_VOC1 establishes the common WQI vocabulary and root concepts;
- the WQI Evidence Quality Core addresses the Quality of Evidence used in determination; and
- WQI_QOC1 establishes the Core architecture for determining Organization Quality.

Together, they support a traceable pathway from controlled concepts, through applicable Evidence and Quality Outcome Criteria defined in Context, to Organization Quality Determination and Quality Claims.

Their application shall preserve the distinction between Evidence Quality and the Quality of the Organization.

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