

S Y M E T R E C   W H I T E   P A P E R

# The Foundation Score

How Symetrec Measures Whether an Organization Has Crossed

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Inaugural Symetrec White Paper

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Foundation Score calibration: v1.2

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The first Fortune 500 to ask its CFO "what is our Foundation Score?" will not get an answer.

The number does not yet exist on any internal dashboard. There is no benchmark to compare against. There is no methodology in the company's planning stack to produce it. The CFO will likely respond by asking what the question means -- and that response is itself the diagnostic. The question is currently outside the budget category vocabulary of every public company in the world.

That gap is the gap Symetrec is built to close.

This paper introduces the Foundation Score: a 0-to-100 measurement of how well an organization is operating as a Flux Foundation, calculated from credential data alone. The score is reproducible, comparable across companies of any size, derivable without a consulting engagement, and grounded in a published methodology that will be tightened over time as the field matures.

Below is the full methodology of the v1.2 calibration. The constants will evolve. The structure -- four dimensions combined as a geometric mean, applied beneath structural gates that enforce real Foundation infrastructure -- is durable.

## **Why a New Measurement Is Necessary**

For the past forty years, organizational maturity has been measured against ladders that depend on companies grading themselves. CMMI levels, agile maturity assessments, digital transformation scorecards -- all of them require the company under assessment to characterize its own state. The methodology is then applied by an internal team or an external consultant who interprets the company's self-description through the framework's lens.

Self-assessed maturity ladders cannot move markets. They produce internal narratives that align the leadership team. They do not produce comparable, falsifiable, externally legible measurements that capital markets, talent markets, and procurement processes can act on.

The AI-era enterprise needs a measurement that does what self-assessment cannot. It needs to be derivable from external data. It needs to be reproducible by anyone applying the same methodology to the same data. It needs to produce identical outputs for organizations of different sizes operating in different sectors. And it needs to reflect the actual operational state of the organization -- not the state the leadership team would prefer to describe.

The Foundation Score is built to those constraints.

## The Input: Credential Data, Attested to an Employer

The Foundation Score is computed from one input: the set of Symetrec credentials currently attested to a given employer.

Every Flux credential issued by Symetrec is associated with a verified individual. When an individual employed at a given company holds an active credential, that credential is counted toward the company's Foundation Score. Credentials counted include the Flux Standard tiers (Flux-0 through Flux-5), the Symetrec Architect credential held by Seldonites, and the Flux Coordinator credential held by Coordinators.

Total corporate headcount is sourced from public filings or company-attested data. Trad Workers -- employees without a Flux credential -- are part of the denominator but contribute zero to the numerator.

This is the entirety of the input. No surveys. No leadership interviews. No self-assessment forms. No proprietary data the company would have to disclose. Everything the Foundation Score requires is either already publicly available (corporate headcount) or already in the Symetrec credential registry (the credentials themselves).

## The Four Dimensions

The Foundation Score is the geometric mean of four sub-scores, each measuring a distinct dimension of Foundation operation. Each dimension produces a value between 0 and 1.

**Penetration (P)** measures the fraction of the corporate workforce holding an active Flux credential. The denominator is total corporate headcount. The numerator is the count of credentialed employees -- Spacers, Seldonites, and Flux Coordinators. A company with 100 employees and 30 credentialed professionals scores 0.30 on Penetration. Penetration is the simplest and most legible dimension. It answers the question: how much of the workforce has crossed?

**Depth (D)** measures the average Flux level across the credentialed workforce. The Flux Standard runs from Flux-0 (entry) through Flux-5 (architect), and the average level across credentialed employees is

normalized to a ceiling such that a workforce averaging Flux-4 receives full credit. The choice of ceiling reflects a deliberate framework decision: a Foundation does not require every Spacer to be at the highest tier. It requires a competent base with depth deployed strategically. A company with average Flux level 3.0 across credentialed workforce scores 0.75 on Depth.

**Architect Fit (A)** measures whether the organization is appropriately staffed with Seldonites -- the technical architects responsible for the platforms, security, integrations, and data infrastructure that make Spacer-scale productivity possible. The metric is the ratio of Seldonites to Spacer pods, with a target band of 0.20 to 0.33 (roughly one Seldonite per three to five pods). Inside the band, A scores 1.0. Below the band, A decays sharply -- under-architecting is treated as a serious defect, because pods without architectural support produce inconsistent solution patterns and the Foundation drifts. Above the band, A decays gently and bottoms out at 0.40 -- over-architecting is treated as wasteful but not broken.

**Pod Fit (K)** measures whether Spacer pods are appropriately loaded relative to the Coordinators running them. Each pod is anchored by one Flux Coordinator. The metric is the average aggregate Flux level per Coordinator, with a target band of 10 to 15 (a pod might be three Flux-4s and one Flux-3 for an aggregate of 15, or five Flux-2s for an aggregate of 10). The band scales with the average tier of the workforce: senior pods can carry slightly higher aggregate level because Spacers are more autonomous and require less coordination per unit of capability. Below the floor, the Coordinator is under-utilized. Above the ceiling, the Coordinator is overloaded and stops coordinating.

The four dimensions are combined as a geometric mean and scaled to 100:

$$\text{Foundation Score} = 100 \times (P \times D \times A \times K)^{1/4}$$

*where P = Penetration, D = Depth, A = Architect Fit, K = Pod Fit*

## Why Geometric Mean

The choice to combine the four dimensions geometrically rather than arithmetically is the most consequential mathematical decision in the methodology. It deserves explicit justification.

A geometric mean has the property that any factor going to zero takes the entire result with it. A company with high Penetration and zero Seldonites does not score "75% of a Foundation" -- it scores zero on Architect Fit, which collapses the geometric mean regardless of how strong the other three dimensions are.

This reflects the framework's underlying claim. A Foundation is not a checklist where partial credit accumulates. A Foundation is a structural form that requires all four dimensions to be present at meaningful levels. An organization missing any one of them -- a Penetration of zero, no Seldonite layer, no Flux Coordinators, or pods so under-credentialed that Depth is functionally absent -- is not a Foundation that's missing one component. It is not a Foundation.

The arithmetic mean would obscure this. A company scoring 0.95 on three dimensions and 0.0 on the fourth would average to 0.71 -- looking respectable while being structurally non-functional. The geometric mean correctly returns 0, reflecting reality.

## The Structural Gates

The numerical score is one half of the Foundation Level determination. The other half is structural: does the organization have the building blocks of a Foundation, regardless of how it scores?

A company achieves a given Foundation Level only when both the structural requirement and the score threshold are met. The actual Foundation Level is the lower of the two.

Level	Structural Requirements	Score Threshold	Meaning
Level 1	At least one operational pod	> 0	The Crossing has begun
Level 2	At least two pods; at least one Seldonite	>= 40	Foundation infrastructure exists
Level 3	At least five pods; Seldonite-to-pod ratio >= 0.15	>= 55	Operating at meaningful scale
Level 4	At least ten pods; healthy ratios; 30%+ workforce credentialed	>= 70	The mature Foundation
Level 5	At least 20 pods; healthy ratios; 50%+ credentialed; avg Flux level >= 3.0	>= 85	The reference Foundation

A company with the structural infrastructure of a Level 4 Foundation but a score of only 50 is a Level 2 Foundation. They have the building blocks. They are not yet operating well across them. The level reflects both dimensions because both matter.

The Trad Org sits below this ladder entirely. A company with no operational pods is not a Foundation Level 0 -- it is a Trad Org, operating in the prior paradigm. The framework respects this. Some Trad Orgs will outperform some Foundations for years.

## What the Score Measures, Operationally

The Foundation Score is a conversion ratio.

Specifically, it is the ratio between the Flux capability an organization has hired (its credentialed workforce, weighted by tier) and the Flux capability the organization actually expresses as throughput (constrained by architectural readiness, pod structure, and the presence of the supporting roles). A Foundation Level 1 organization may convert ten to twenty percent of the Flux it hires into expressed work. A Foundation Level 5 organization approaches full conversion -- the architecture rarely chokes capability, and hired Flux flows through to outcome.

This framing has direct consequences for AI-era investment decisions:

**Hiring Flux-credentialed Spacers without raising Foundation Level produces diminishing returns.** The capability arrives. The architecture chokes it. The headcount line rises. The throughput line stays flat. This is the trap most current corporate AI investment is walking into.

**Raising Foundation Level without hiring Flux-credentialed Spacers produces an empty channel.** The architecture is ready to express throughput it has not hired the capability to generate.

The two investments compound only when they move together. A Flux-4 Spacer in a Foundation Level 4 organization produces categorically different output than a Flux-4 in a Foundation Level 2 organization or a Flux-2 in a Foundation Level 4. The pair is the unit of analysis. The Foundation Score is what makes the pair measurable.

## What Happens When the Score Becomes Public

Once a measurement exists, is comparable across entities, and is trusted, it stops being a metric and starts being a market force.

Credit ratings move bond yields. SOC 2 status moves enterprise sales cycles. Energy ratings move building valuations. The Foundation Score is built to operate in this category.

The visibility layer that follows from the measurement is what Symetrec is building toward over the next 24 months. Sector leaderboards. Foundation Velocity tracking -- which companies moved from Level 2 to Level 4 fastest. Workforce composition data. Salary differentials by tier. Hiring pattern analysis. Each of these comparisons compounds the others. CFOs read the leaderboard their competitor is on. Boards read the velocity table their portfolio company is missing. Talent reads the salary differential its credential commands.

This is the long-term thesis underneath Symetrec's work. The credential is the input. The Foundation Score is the output. The visibility layer is the product. Trust in the methodology is the moat.

## **Versioning and Evolution**

The calibration constants in v1.2 -- the target bands, the sigma values for the Gaussian decays, the score thresholds at each Foundation Level -- reflect Symetrec's current best estimate of the right shape for a measurement framework launched at this moment. They are not permanent.

As Symetrec accumulates real-world scoring data, the constants will be tuned. New dimensions may be added. When the calibration changes meaningfully, a new version is published. Future calibrations are expected to tighten the bands as the field matures.

Critically, a company's Foundation Level achievement is permanent under the calibration version it was achieved in. A Level 4 achieved under v1.2 stays a Level 4 forever. There is no expiration. There is no founding cohort. There is no closing window. Companies achieve what they achieve, when they achieve it, against the calibration current at the time. The work is the same regardless of when it happens. Recertification under newer versions is optional.

This versioning policy reflects the framework's core posture: Symetrec earns the right to tighten bands by being explicit upfront that bands will tighten. Companies that cross under v1.2 know what they are

achieving. Companies that wait for v2.0 know they will face a higher bar. Both choices are legitimate. Neither carries hidden penalties.

## Closing Note

The Foundation Score does not yet appear in any Fortune 500 board deck. It will. The first companies to compute their score, act on it, and publish their progression will set the comparative baseline the rest of the market is judged against.

The math is open. The methodology is reproducible. The score is derivable as soon as a company's credentialed workforce is large enough to produce a meaningful calculation. The work begins now.

The standard for AI-era work is not a marketing claim. It is a measurement infrastructure. Symetrec is building it.

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Foundation Score calibration: v1.2

Methodology is open and reproducible. Calibration constants will be published with each version update.

For methodology questions, contact [enterprise@symetrec.org](mailto:enterprise@symetrec.org)

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