

## Attributes of Meaningful, Well-Written Results Observations

### Results observations should be brief, concise phrases that tell other examiners:

- How you grouped various **key results**, for example
  - Results related to specific Criteria requirements
  - Results based on similar performance
- Whether you think the **levels and trends** shown represent favorable or unfavorable performance and why
  - Include enough detail to ensure other examiners will know which results you are referring to
  - Include a summary assessment of the levels and trends without retyping what the applicant has already provided.
- Whether you think the **comparisons** provided are appropriate and represent favorable or unfavorable performance and why
  - If you have grouped results, be sure it is clear which comparisons belong to which results by use of figure reference or other means.
- Whether you think the results demonstrate appropriate **integration** across the applicant's key processes
  - Consider the applicant's stakeholder groups, employee types, organizational demographics
  - Consider the applicant's strategic challenges, advantages, core competencies, and objectives
  - Consider process requirements learned in your assessment of the process items.
- How you view the reported evidence, for example
  - Include a + or – with the observation to help other examiners understand your thinking
  - Bold a particular observation that is very significant to your assessment of the results
- What **missing results** you noted and why it matters to the applicant, including expected results based on Criteria, process, or other stakeholder requirements.
- What **overall item** observations you have noted, if any.
- Be sure to consider results embedded in the text as well as the charts and graphs provided.

### Observations should not:

- Be feedback-ready comments
- Consist of check marks, question marks, one-word statements such as “weak,” “strong,” or “average”
- Include the applicant's name
- Reiterate all or even most of the results presented by the applicant.
- Be left blank if there is no evidence to record. Write “n/a” or “no evidence to record” to tell other examiners you did not skip this area.