

## Process Item Evaluation Factors

The factors for evaluating an applicant's response to Criteria items in categories 1 – 6 are described below.

**APPROACH (A) refers to the methods used by an organization to address the Criteria item requirements in categories 1-6. Approach includes the appropriateness of the methods to the item requirements.**

- Is the approach systematic (i.e. with repeatable steps, inputs, outputs, and time frames)?
- Is there evidence that the approach is effective in accomplishing the process?
- Is this approach (or collection of approaches) a key organizational process? Is the approach important to the applicant's overall performance?
- Are any of the item requirements that are *not* addressed important to the applicant? (These are known as "gaps" and are recorded as OFIs).

**DEPLOYMENT (D) refers to the extent to which an approach is applied in addressing the requirements of a Criteria item. Deployment is evaluated on the basis of the breadth and depth of the application of the approach to relevant work units throughout the organization.**

- Is deployment addressed?
- What evidence is presented that the approach is in use in one, some, or all appropriate work units, facilities, locations, shifts, organizational levels, and so forth?
- Is the approach applied consistently?

**LEARNING (L) refers to new knowledge or skills acquired through evaluation, study, experience, and innovation.**

- Has the approach been evaluated and improved? If it has, was the evaluation and improvement conducted in a fact-based, systematic manner (e.g., was it regular, recurring, data driven)?
- Is there evidence of organizational learning (i.e., evidence that the learning from this approach is shared with other organizational units/other work processes)?
- Is there evidence of innovation and refinement from organizational analysis and sharing (e.g., evidence that the learning is actually used to drive innovation and refinement)?

**INTEGRATION (I) refers to the harmonization of plans, processes, information, resource decisions, actions, results, and analyses to support key organization-wide goals. Effective integration goes beyond alignment\* and is achieved when the individual components of a performance management system operate as a fully interconnected unit.**

- How well is the approach aligned with the organizational needs the applicant has identified in the other Criteria items and the Organizational Profile?
- Does the applicant indicate complementary measures and information used for planning, tracking, analysis, and improvement on three levels: the organizational level, the key process level, and the department or work-unit level?
- How well is the approach integrated with organizational needs? Examples of needs are generally listed as key factors – strategic challenges, objectives, and related action plans; organizational mission, vision, and goals; key processes and measures; key customer/market segments and requirements; and employee groups and requirements.

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\* Alignment refers to the consistency of plans, processes, information, resource decisions, actions, results, and analyses to support key organization-wide goals. It requires the use of complementary measures and information for planning, tracking, analysis, and improvement at three levels: organization, key process, and work unit.