

## Results Item Evaluation Factors

The factors for evaluating an applicant's response to Criteria items in category 7 are described below.

**PERFORMANCE LEVELS (Le)** refer to numerical information that places or positions an organization's results and performance on a meaningful measurement scale. Performance levels permit evaluation relative to past performance, projections, goals and appropriate comparisons.

- What levels are provided?
- Is the measurement scale meaningful?
- Are key results missing?

**TRENDS (T)** refer to numerical information that shows the direction and rate of change for an organization's results. A minimum of three historical data points generally is needed to begin to ascertain a trend.

- Are trends provided for few, many, or most areas addressed in the item requirements?
- Is the interval between measures or frequencies appropriate?
- Are the trends positive, negative, or flat?
- What is the rate of change (slope of the trend)?
- Do the trends demonstrate little, some, or much breadth in the applicant's improvement efforts (i.e., how widely are they deployed and shared)?
- Are significant variations in trends explained in the text of the application?

**COMPARISONS (C)** refer to how the applicant's results compare with the results of other organizations. Comparisons can be made to the results of competitors, organizations providing similar products and services, industry averages, or best-in-class organizations. The maturity of the organization should help determine what comparisons are most relevant.

- Are comparisons provided?
- Are the comparisons to key competitors, industry sector averages, or best-in-class organizations?
- How does the applicant compare against these other organizations?

**INTEGRATION (I)** refers to the extent to which results measures (often through segmentation) address important customer, product and service, market, process, and action-plan performance requirements identified in the Organizational Profile and in process items; include valid indicators of future performance; and are harmonized across processes and work units to support organization-wide goals.

- To what extent do results link to key factors and process items?
- Are results segmented appropriately (e.g. by key customer, patient, or student segment; employee type; process/education program or service; or geographic location) to help the applicant improve?