

Outlining Process Observations – Independent Review

- Identify the 6-10 most significant strengths and OFIs based on your view of the item using the applicant’s key factors (i.e., what’s important to the applicant).
- In the “Strengths” or “Gaps & OFIs” field of Scorebook Navigator (as appropriate), write a topic sentence for each identified strength and OFI that relates it back to the *Criteria for Performance Excellence* (Criteria).
 - Example 1 (*Strength*):
XXX has a systematic approach for setting and deploying the mission, vision, and values.
 - Example 2 (*OFI*):
It is unclear if XXX’s senior leaders have an approach for communicating with and engaging the entire workforce, key partners, and key customers.
- In the “As Evidenced By” field of Scorebook Navigator, document the supporting evidence for each identified strength and OFI in brief phrases. Evidence should be documented for each of the evaluation factors (A-D-L-I) that you are addressing with your observation.
 - Is there a systematic **approach**?
 - Observations should include evidence of whether the approach is repeatable (such as steps, time frames, inputs, and outputs) and appropriate, in the context of the organization’s key factors and the Criteria.
 - If no approach is described, document the Criteria requirements that were not addressed and why it matters to the applicant.
 - Is there evidence of **deployment**?
 - Include specifics about the breadth and depth of how the approach is implemented across the different parts of the organization (e.g., the approach in the early stages of deployment, well-deployed, or fully deployed without gaps).
 - Document a lack of evidence or deployment to a specific work unit(s) or employee or customer group(s).
 - Is there evidence of organizational **learning** related to the approach?
 - Include evidence of whether the organization has conducted cycles of evaluation to identify opportunities to improve the approach, as well as best practice sharing, benchmarking, and innovation.
 - Is there evidence that the approach is aligned and **integrated** across the organization?
 - Consider and include, if appropriate, evidence of alignment with strategic advantages and challenges, objectives, and action plans; mission, vision, and values; key processes and measures; key customer/market segments; core competencies and requirements; and employee groups and requirements.
- For an observation that is very significant to your assessment, check the “++” (double strength) or “--” (double OFI) box.

Outlined process observations should not ...

- Focus on the applicant's style of writing or data presentation;
- Use jargon or acronyms, unless they are the applicant's;
- Be judgmental by using terms such as "bad" or "inadequate";
- Be prescriptive, or tell the applicant what it should be doing; or
- Go beyond the Criteria or assert personal opinions.