

Outlining Results 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 demonstrates favorable levels and trends for results related to its customer service processes.
 - Example 2 (*OFI*):
XXX demonstrates unfavorable trends for results related to the efficiency of its human resources processes.
- In the “As Evidenced By” field of Scorebook Navigator, document the supporting evidence for each identified strength and OFI. Evidence should be documented for each of the evaluation factors (Le-T-C-I) that you are addressing with your observation. ****Note:** Be sure to include results embedded in the text, as well as the charts and graphs provided.
 - Do the **levels** and **trends** shown represent favorable or unfavorable performance?
 - Group results based on specific Criteria questions and/or similar performance.
 - Include enough detail to ensure other examiners will know to which results you are referring (i.e., include figure numbers/titles).
 - Include a summary assessment of the levels and trends shown.
 - Document any missing results, including expected results based on the Criteria, the applicant’s processes, and customer and stakeholder requirements, and why it matters to the applicant.
 - Are the **comparisons** appropriate and do they represent favorable or unfavorable performance?
 - Include a summary assessment of the how the applicant’s results perform against the comparative or competitor data sources, benchmarks, and/or goals provided.
 - Do the results demonstrate **integration** across the applicant’s key processes?
 - Consider the applicant’s stakeholder groups, employee types, and organizational demographics.
 - Consider the applicant’s strategic challenges, advantages, core competencies, objectives, and goals.
 - Consider process requirements learned in your assessment of the process items.
- For an observation that is very significant to your assessment, check the “++” (double strength) or “- -” (double OFI) box.

Outlined results observations should not...

- Focus on the applicant’s style of data presentation;
- Be judgmental by using terms such as “bad”, “negative”, or “inadequate”;
- Be prescriptive by telling the applicant what results or data sources it “should” have; or
- Go beyond the Criteria or assert your personal opinions.