**Attributes of Meaningful, Well-Written Process Observations**

**Process observations should include nuggets and supporting evidence in brief phrases that tell other examiners and the applicant:**

• The 6-10 most significant strengths or OFIs based on your view of the item using the applicant’s key factors

• How each relates to the Criteria

• Whether you think the **approach** is systematic − If it is, observations should include evidence that the approach is repeatable, such as steps, time frames, inputs and outputs

− Show evidence of whether the method is appropriate, in the context of the organization’s key factors.

• Whether you think the approach is in the early stages of **deployment**, well deployed, or fully deployed without gaps − Include specifics about the breadth and depth of deployment of the approach

− Include lack of evidence of deployment to a specific work unit or employee or customer group.

• Whether you think there is evidence of **organizational learning** − Include evidence of evaluation and improvement cycles, best-practice sharing, benchmarking and innovation.

• Whether you think there is evidence that the approach is **aligned and integrated** with the organization’s needs − Consider and include, if appropriate, evidence of alignment with strategic challenges, objectives, action plans; mission, vision and values; key processes and measures; key customer/market segments, core competencies and requirements; and employee groups and requirements.

• How you view the reported evidence, for example

– Bold a particular observation that is very significant to your assessment of the results

• What key Criteria requirements or key factors were **not addressed** and why it matters to the applicant.

• What **overall item** observations you have noted, if any.

**Observations should not:**

• Be feedback-ready comments

• Consist of check marks, question marks, one-word statements such as “systematic,” “deployed,” or “mature”

• Include the applicant’s name.