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

**Results observations should be brief, concise phrases that tell other examiners:**

• How you grouped various **key results**, for example: − Results related to specific Criteria requirements

− Results based on similar performance

• Whether you think the **levels and trends** shown represent favorable or unfavorable performance and why. − Include enough detail to ensure other examiners will know to which results you are referring.

− Include a summary assessment of the levels and trends without retyping what the applicant has already provided.

• Whether you think the c**omparisons** provided are appropriate and represent favorable or unfavorable performance and why. − If you have grouped results, be sure it is clear which comparisons belong to which results by use of figure reference or other means.

• Whether you think the results demonstrate appropriate **integration** across the applicant’s key processes. − Consider the applicant’s stakeholder groups, employee types, organizational demographics.

− Consider the applicant’s strategic challenges, advantages, core competencies, and objectives.

− Consider process requirements learned in your assessment of the process items.

• How you view the reported evidence, for example:

– Include a + or – with the observation to help other examiners understand your thinking.

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

• What **missing results** you noted and why it matters to the applicant, including expected results based on Criteria, process, or other stakeholder requirements.

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

• Be sure to consider results embedded in the text as well as the charts and graphs provided.

**Observations should not:**

• Be feedback-ready comments.

• Consist of check marks, question marks, or one-word statements such as “weak,” “strong,” or “average.”

• Include the applicant’s name.

• Reiterate all or even most of the results presented by the applicant.

• Be left blank if there is no evidence to record. Write “n/a” or “no evidence to record” to tell other examiners you did not skip this area.