## Outlining Meaningful, Well-Written Results Observations (IR)

**The outline for a results observation should include a topic sentence 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.
* 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, and 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:
* Create a double strength or double OFI for 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.
* Be sure to consider results embedded in the text as well as the charts and graphs provided.

**Outlined observation 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.