



*There are many methods and tools for measurement. Selecting how you want to measure depends on your philosophy, goals and culture. In thinking about your needs, we've provided the following overview of evaluation scores.*

*Need assistance with building a survey or assessment tool? MBL can help you develop the evaluation measures that meet your needs.*

## Measuring What Matters: Rating Scores & Scales

### **Experience Scores**

Experience scores or scales are frequently effective in Executive 360 reviews, employee climate/culture surveys and can be applied to experiences as part of a team or in relation to a specific organizational initiative. Satisfaction levels generally present a continuum of agreement, approval, fulfillment or liking on a scale from 1-5 or 1-10. Some examples are:

A scale of agreement given after a statement, such as: "My manager provides frequent feedback on my performance." A typical agreement scale is:

Strongly agree                      Agree                      Neither agree nor disagree                      Disagree                      Strongly disagree

The same pattern can be followed with a scale that denotes satisfaction levels. The written statements are tailored to match, such as: "How satisfied were you with the information you received during open enrollment?"

Very Satisfied                      Satisfied                      Neither satisfied nor unsatisfied                      Unsatisfied                      Very Unsatisfied

For either of the above scales, the words "Approval" or "Like" can be exchanged, as in degree of "approval" of executive performance or "like" related to recent organizational change/campaign.

Many rating systems do not label each number along a continuum and instead rely on the low and high ratings to establish the scale. For example, in rating "My new hire experience and orientation was:" the following scale could be applied.

1 – Awful                      2                      3                      4                      5                      6                      7                      8                      9                      10 - Exceptional

Finally, some rating systems do not provide any language to a scale and utilize either stand along numbers or symbols such as 'stars.' [Think Netflix ratings, Amazon.com product scores or eBay seller reviews: ★★☆☆☆] These scales rely on the continuum concept; they can fall short if the rater is not clear on the high and low of the scale.

## Measuring What Matters: Rating Scores & Scales

### **Performance Scores**

Performance scores are generally applied with a performance appraisal/assessment or review tool. The number or levels of scores varies among organizations and is typically between three (3) and five (5) levels. In determining how many levels to establish, consider how you will distinguish between each score. For example, if your scores have ten levels (1-10), ensure you are clear on what the definitional difference is between a score of 6 verses 7, 3 versus 4, etc.

### *Expectations-Based Language*

Each performance score name references “expectations” reinforcing the concept that the employee/individual is being evaluated against the expectations for their position, emphasizing the standards set at the position level. This kind of scale language can fail if there is no reference point for expectations for positions (i.e., no job descriptions and/or no career ladders or position matrixes which define what the organization expects).

Level 5 (Highest Score):	Consistently Exceeds Expectations
Level 4:	Exceeds Expectations
Level 3:	Meets Expectations
Level 2:	Inconsistently Meets Expectations
Level 1 (Lowest Score):	Does Not Meet Expectations

### *Value-Based Language*

Each performance score is described with a value term to denote level of performance. Value based scales can fail if comprehensive definitions for the performance level are not provided, therefore leaving the definition of each word/term up to the individual managers and employees.

Level 5 (Highest Score):	Superior / Outstanding / Extraordinary
Level 4:	Exceptional / Excellent
Level 3:	Successful / Satisfactory / Fully-Acceptable
Level 2:	Development / Improvement / Needs-Improvement
Level 1 (Lowest Score):	Unacceptable / Insufficient / Inadequate

### *Simple Score / No Terminology Applied*

With a simple score, numbers or letters are used to indicate performance level (A, B, C, D and E or 1, 2, 3, 4 and 5). Simple letter scores tend to be avoided as they can inappropriately denote academic grades. Simple number scores are not uncommon, however, in an evaluation with more than one item to score, there is a desire by both the manager and employee to perform calculations with the numbers, which may or may not be appropriate.

### Rating Definitions

Regardless of the rating system utilized, a clear, concise definition should be provided for each rating level. The definition should anchor both the rater and the individual receiving the rating.

*Need assistance with building your performance assessment? MBL can help. Give us a call today!*