



Performance Review Pitfalls

Avoid common mistakes that undermine
your reviews



Rating Scales: The Basics

Most Common Tool

Rating scales assess employee performance levels and characteristics effectively.

Easy to Adapt

Scales work for different jobs and situations with simple modifications.

Universal Application

Nearly any attribute or activity can be rated systematically.



Designing Effective Scales

01

Select Performance Factor

Choose the specific attribute or activity to assess.

02

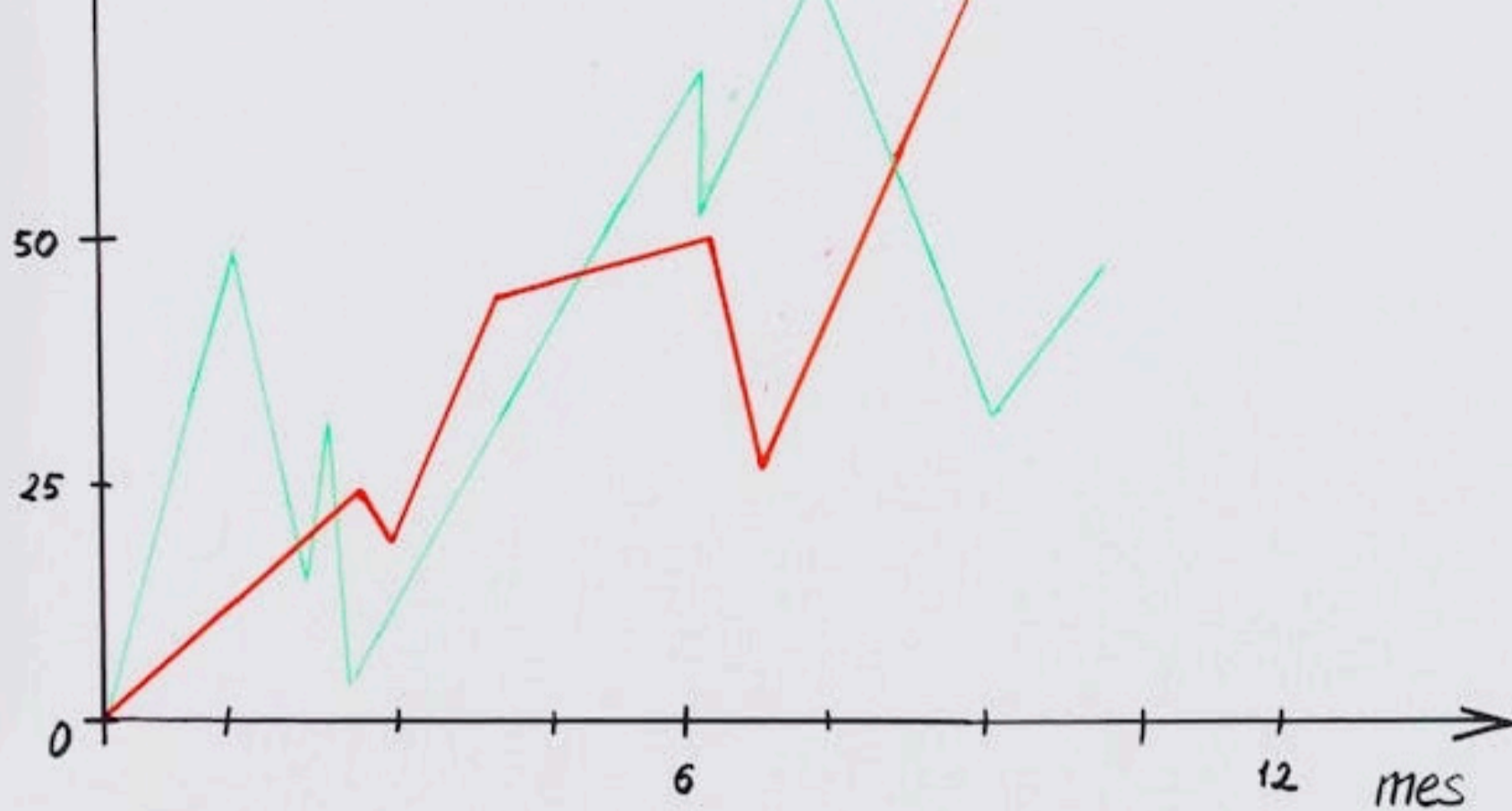
Write Descriptions

Define each scale point in terms of level, quantity, or quality.

03

Provide Definitions

Clear definitions ensure consistent ratings across reviewers and employees.



Five Points Is Enough

Research shows five-point scales are optimal. Longer scales don't improve reliability or validity.

Raters struggle making real distinctions beyond seven points on a scale.

Alternative approach: Assess whether employees met required standards rather than progressive scales.

5

Optimal Points

Research-backed scale length

Detailed Descriptions Matter

Rating scales become more useful as descriptions for each point become more detailed.

1

Simple Scales

Excellent 5 4 3 2 1 Poor provides no real information.

2

Defined Scales

Clear definitions improve consistency across reviewers and employees.

3

Descriptive Approach

Consider replacing ratings with detailed written descriptions for better results.



Get Expert Guidance

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