



Typical Survey Response Scales

↳ Competence Scales

5 Outstanding Strength	5 Exemplary, Best Possible	6 Outstanding
4 Strength	4 Significant Strength	5 Very Strong
3 Competent	3 Fully Competent	4 Competent
2 Needs Improvement	2 Development Needed	3 Underdeveloped
1 Needs Significant Improvement	1 Weakness	2 Not Developed
		1 Does Not Apply

↳ Frequency Scales

6 100% of the time	6 Almost Always / Always	5 A Great Deal
5 90+% of the time	5 Usually / Most of the Time	4 Quite a Bit
4 80+% of the time	4 Often	3 Somewhat
3 70+% of the time	3 Sometimes	2 Very Little
2 60+% of the time	2 Seldom / Rarely	1 Not at All
1 Less than 60% of the time	1 Never / Almost Never	

↳ Extent Scales

7 To an Extremely Large Extent	5 Exactly Descriptive	6 Completely True Description
6 To a Very Large Extent	4 Very Descriptive	5 Largely True
5 To a Large Extent	3 Descriptive	4 Somewhat True
4 To a Moderate Extent	2 Somewhat Descriptive	3 Not Descriptive
3 To a Small Extent	1 Not Descriptive	2 Largely False
2 To a Very Small Extent		1 Completely False Description
1 To an Extremely Small Extent		

↳ Comparison Scales

6 Top 5%	5 Far Above Average	4 One of the Best
5 90+% of the time	4 Above Average	3 Better than Most
4 80+% of the time	3 Average	2 Better than Some
3 70+% of the time	2 Below Average	1 Not as Good as Most
2 60+% of the time	1 Far Below Average	
1 Less than 60% of the time		



↘ Performance Scales

6 Exceeds all standards	5 Far Exceeds	5 Far Above Requirements
5 Exceeds most, Meets others	4 Exceeds	4 Above requirements
4 Meets most, exceeds others	3 Meets	3 Meets Requirements
3 Meets all standards	2 Meets Some	2 Below Requirements
2 Meets most, below on some	1 Does not Meet	1 Far Below Requirements
1 Below on many		

↘ Developmental Scales

6 Exceeds all standards	5 Far Exceeds	5 Far Above Requirements
5 Exceeds most, Meets others	4 Exceeds	4 Above requirements
4 Meets most, exceeds others	3 Meets	3 Meets Requirements
3 Meets all standards	2 Meets Some	2 Below Requirements
2 Meets most, below on some	1 Does not Meet	1 Far Below Requirements
1 Below on many		

↘ Qualitative Scales

6 Extraordinary	4 Outstanding	4 Excellent
5 Superior	3 Very Good	3 Good
4 Very Good	2 Good	2 Fair
3 Good	1 Poor	1 Poor
2 Fair		
1 Poor		

↘ Agreement Scales

7 Completely True	7 Strongly Agree	5 Strongly Agree
6 Somewhat True	6 Agree	4 Agree
5 Slightly True	5 Mildly Agree	3 Neither Agree nor Disagree
4 Neither True nor False	4 Neither Agree nor Disagree	2 Disagree
3 Slightly False	3 Mildly Disagree	1 Strongly Disagree
2 Somewhat False	2 Disagree	
1 Completely False	1 Strongly Disagree	



↘ Importance Scales

5 Extremely Important
4 Important
3 Moderately Important
2 Somewhat Important
1 Not Very Important

4 Critical
3 Important
2 Minor Importance
1 Not Important

5 Very Important
4 Important
3 Somewhat Important
2 Somewhat Unimportant
1 Very Unimportant

↘ Satisfaction Scales

5 Extremely Satisfied
4 Very Satisfied
3 Moderately Satisfied
2 Slightly Satisfied
1 Not at all Satisfied

5 Very Satisfied
4 Satisfied
3 Neither Satisfied nor Dissatisfied
2 Dissatisfied
1 Very Dissatisfied

4 Satisfied
3 Somewhat Satisfied
2 Somewhat Dissatisfied
1 Dissatisfied

↘ Survey Research

- When respondents chose the midpoint (“Neither agree nor disagree”), it is generally a valid response (Narayan & Krosnick, 1996; O’Muircheartaigh, Krosnick & Helic, 1999)
- In agreement scales, the element of “strongly” can confound the emotional strength component with the cognitive agreement task (Fowler, 1995)
- Bipolar scales (Disagree to Agree) have a maximum reliability and validity at 7 points whereas unipolar scales (e.g., Not True at all to Completely True) have a maximum reliability and validity at 5 points (Krosnick & Fabrigar, 2003)
- Numeric labels seem to increase confusion rather than verbal labels (Krosnick & Fabrigar, 2003)
- Agree/Disagree scales are less desirable than True/False scales for these reasons (Fowler, 1995):
 - Agree/Disagree questions tend to be cognitively complex. For example, disagreeing that one is seldom overwhelmed by life stressors is a complicated way of saying that one is often overwhelmed
 - Research has consistently demonstrated a tendency of less educated respondents toward acquiescence, which leads them to be more likely to “agree” categories
 - In particular, using “strongly” agree/disagree actually violates a question design mode because it contains 2 dimensions—an emotional strength component and cognitive agreement task
- Single item scales are typically not recommended except for measures of job satisfaction (Dolbier, Webster, McCalister, Mallon & Steinhardt, 2004) and specific behaviors (e.g., smoking, drinking) due to low internal consistency reliabilities
- Surveys can be sent to all employees or a random sample; It is important to have an adequate response rate to assure that your sample size will provide a 95 percent confidence level that the sample is within plus or minus .05 of the actual population estimate (Nowack, 1990)