

## INTERPRETING THE INDEX OF AGREEMENT SCORE

*“Not everything that can be counted counts and not everything that counts can be counted.”  
Albert Einstein*

In each of the **Envisia 360** reports there is a section at the end that provides a summary table containing competency and item scores (average) by each rater group as well as an overall average of all raters (excluding self ratings). Each item or question measuring specific **Envisia 360** competencies is grouped under its appropriate competency to assist in the interpretation of the results.

A feature of this section is **Index of Rater Agreement** shown in parentheses after the average scores for each rater group. This **Index of Rater Agreement** ranges from 0 to 1.0 and is based on a statistical measure of dispersion or “spread” by raters called standard deviation (this index is derived by subtracting 1 from the calculated standard deviation divided by a scale-specific divisor).

An agreement index score of 0.0 suggests little or no rater agreement among those answering a specific question (i.e., the raters provided responses that had the greatest “spread” or difference from each other in their respective ratings such as some rating the item a “1” and others rating the item a “7”). An agreement score of 1.0 suggests uniform and consistent ratings by all raters providing feedback (i.e., they all rated the question using the same rating).

Agreement index scores **less than .50** might suggest greater diversity, inconsistency and “spread” among the raters. It is not uncommon to misinterpret “average” scores represented on graphic comparisons as being accurate. However, when the **Index of Rater Agreement** is less than .50, it might suggest caution in interpreting these average scores (e.g., in reality, some raters might have a very positive bias in responding to the questions whereas other raters might have a very negative bias in responding to the same questions creating a “polarized” view of the respondent).

The **Rater Agreement Index** can be calculated at both the item (question) and competency level. At the item (question) level, it indicates the amount of rater agreement in answering each **Envisia 360** question.

One question that is often asked is how a single rater can have an **Index of Rater Agreement** score less than 1.0 at the competency level (agreement scores for a single rater will always be 1.0 at the item or question level). At the *competency* level, this index provides a clarification of how consistent raters were *across* all the items composing that performance factor (analogous to internal consistency reliability calculations at a scale level).

Again, this score indicates how consistent the individual rater was in answering the cluster of questions composing a particular **Envisia 360** competency. It might not have much practical meaning but low scores should at least be explored in more detail about possible interpretations of a single rater providing very inconsistent answers across a competency category (e.g., rating one behavior in the *Administrative Control* a “1” and another behavior a “4”).

### Example Behavior Summary Table with the *Index of Rater Agreement* in Parentheses

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
<b>Written Communication</b>	<b>5.60 (0.84)</b>	<b>2.80 (0.67)</b>	<b>2.60 (0.69)</b>	<b>4.00 (0.24)</b>	<b>2.50 (0.66)</b>	<b>3.00 (0.47)</b>
Uses appropriate grammar, tense & language in written communications.	6.00 (1.00)	4.00 (1.00)	3.00 (0.67)	4.50 (0.17)	3.50 (0.83)	3.71 (0.47)
Uses written communications effectively & appropriately.	6.00 (1.00)	4.00 (1.00)	2.50 (0.50)	4.00 (0.33)	2.50 (0.50)	3.14 (0.42)
Writes in a logical & organized manner.	6.00 (1.00)	2.00 (1.00)	2.50 (0.83)	3.50 (0.50)	3.00 (1.00)	2.86 (0.67)
Writes in a clear, direct & concise manner.	5.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.00 (0.33)	2.00 (1.00)	2.71 (0.54)
Writes technical information in an easily understood manner.	5.00 (1.00)	2.00 (1.00)	2.50 (0.83)	4.00 (0.00)	1.50 (0.83)	2.57 (0.36)
<b>Administrative Control</b>	<b>5.20 (0.61)</b>	<b>2.40 (0.66)</b>	<b>2.60 (0.66)</b>	<b>3.90 (0.45)</b>	<b>2.70 (0.74)</b>	<b>2.97 (0.56)</b>
Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	6.00 (1.00)	4.00 (1.00)	2.50 (0.83)	4.00 (0.67)	2.50 (0.83)	3.14 (0.67)
Develops systems and procedures to monitor individual, team and organizational progress on projects, tasks and assignments	4.00 (1.00)	3.00 (1.00)	2.50 (0.50)	4.00 (0.33)	3.00 (0.67)	3.14 (0.48)
Develops systems to monitor budgets, costs, & expenses.	5.00 (1.00)	1.00 (1.00)	2.00 (0.67)	4.50 (0.50)	3.50 (0.83)	3.00 (0.47)
Follows-up with employees to monitor quality & effective performance.	7.00 (1.00)	2.00 (1.00)	3.50 (0.83)	3.00 (0.33)	2.50 (0.83)	2.86 (0.58)

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