

THE SADOWSKI PERFORMANCE RUBRIC: Creating the Criteria for Pay Increases




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What follows is a sample of what we call a “performance rubric” used to connect the **job description** for a position with **employee performance reviews** and **pay increases**. You can use this as a template to develop a tool that ties your job descriptions to the specific skills your employees need to advance in their positions. To use the rubric:

1. Start with a position’s job description—ensure it is updated and clearly communicates expectations.
2. Determine the job functions on which you will evaluate employees in that position.
3. Clearly articulate the skills and abilities that are necessary for an employee to move into the next level of proficiency, and therefore the next quartile in the pay range.

This example is for the position of Accounting Manager. The job functions chosen reflect skills (accounting skills, regulatory and compliance knowledge, and staff management skills) as well as behaviors expected of all employees (organizational skills and orientation to change, for example).

The clarity and specificity of this kind of rubric system creates a development roadmap for employees and managers alike, eliminates misunderstandings, reduces bias, and ties pay to demonstrated skills and abilities. As a result, an employer can ensure pay equity both within positions and across positions in an organization.



This rubric was developed by Sadowski Consulting Services, LLC and used with permission in the 2020 Leaders for Equity and Equal Pay (LEEP) pilot program, a joint project of Change The Story VT and Sadowski Consulting Services. For more pay equity resources, including the **LEEP Equity Management Tool** and **The Pay Equity Playbook: Tools for Small and Mid-Size Organizations**, visit changethestoryvt.org.

Sample Performance Rubric (tied to pay ranges)

	Novice	Moving Toward Competence	Moving Toward Excellence	Excellence
	1st Quartile (0-25th percentile in the pay range)	2nd Quartile (26-50th percentile in the pay range)	3rd Quartile (51-75th percentile in the pay range)	4th Quartile (76-100th percentile in the pay range)
Defined As	New in the position; actively building the skills and knowledge to perform the role well.	Has mastered core skills and knowledge of job functions; is moving toward more independent work.	Consistently performs at or above standard; is able to perform job functions without supervision; takes on additional activities when needed.	Performs at a consistently high level in all areas without supervision and is looked to as a model for others in the position; takes on stretch projects.
Position: Accounting Manager				
Job Function 1	Accounting Functions <ul style="list-style-type: none"> Perform monthly reconciliations of various general ledger accounts with frequent guidance from management. Perform accounting for all subsidiaries with assistance from management. 	Accounting Functions <ul style="list-style-type: none"> Independently perform monthly reconciliations of various general ledger accounts. Independently perform accounting for subsidiaries and investment portfolio. 	Accounting Functions <ul style="list-style-type: none"> Perform and trouble-shoot all reconciliations. Consistently identify issues and bring to manager's attention Independently prepare spreadsheets for budget. Collect and track data from managers. Perform limited analytical review of collected data. 	Accounting Functions <ul style="list-style-type: none"> Train subsidiary staff to reconcile various general ledger accounts and perform portfolio accounting, as appropriate. Assist in the preparation of Board package for the Bank's annual budget. Calculate various ratios.
Job Function 2	Regulatory Reporting and Compliance <ul style="list-style-type: none"> Participate in regulatory and external audits. Some workpaper preparation. Prepare certain regulatory reports (call report, etc.) with management guidance and reminders. 	Regulatory Reporting and Compliance <ul style="list-style-type: none"> Continued participation in audits and workpaper preparation. Assist with reports and exams. Field some questions with guidance from manager. 	Regulatory Reporting and Compliance <ul style="list-style-type: none"> More active participation in audits and workpaper preparation. Assist with regulatory exams and field questions with minimal guidance from manager. 	Regulatory Reporting and Compliance <ul style="list-style-type: none"> Participate in regulatory and external audits. Some workpaper preparation. Meet with external auditors, regulators and internal auditors and answer all relevant questions. Generally without management support.
Job Function 3	Staff Management <ul style="list-style-type: none"> Interview job applicants, make hiring decisions, evaluate performance, recommend salary adjustments, implement PIP actions, terminate employees with frequent guidance from manager and HR. Manage daily department workflow with minimal guidance and input from manager. 	Staff Management <ul style="list-style-type: none"> Perform all described staffing functional responsibilities—making appropriate decisions—with limited assistance from management/HR. Manage daily department workflow with no input or guidance from manager. 	Staff Management <ul style="list-style-type: none"> Use management skills to enhance the level of the team to meet the future goals and objectives of the department. Independently delegate assignments to others. 	Staff Management <ul style="list-style-type: none"> Advance staff skills and knowledge so team takes on more advanced functional responsibility while maintaining an efficient, cost-justified staffing level. Develop leaders to provide 'next generation' succession for higher level opportunities.
Job Function 4	Organizational Skills <ul style="list-style-type: none"> Set appropriate priorities and realistic target dates. Generally meet individual and team deadlines with little assistance from management. 	Organizational Skills <ul style="list-style-type: none"> Set appropriate individual and team priorities, target dates. Almost always meet individual and team deadlines with minimal assistance from management. 	Organizational Skills <ul style="list-style-type: none"> Assist in the coordination of department priority setting. Almost always meet deadlines relating to own and team activities. 	Organizational Skills <ul style="list-style-type: none"> Make recommendations to management regarding long range planning ideas.
Job Function 5	Orientation to Change <ul style="list-style-type: none"> Accept change imposed by others though generally in a responsive mode. 	Orientation to Change <ul style="list-style-type: none"> Receptive and flexible in accommodating change. Identify problems ripe for improvement. May contribute to effective solutions. May be part of process improvement teams. 	Orientation to Change <ul style="list-style-type: none"> Embrace change. Proactive in developing suggestions for process improvements that affect efficiency. 	Orientation to Change <ul style="list-style-type: none"> Proactive in developing improvements that impact the control of other areas or departments. Recommend, foster and drive change.

