

Performance Management - Process Glossary

Cascading goals is the process of translating goals from one level of the organization (Vice-President) to the next (Director) to the next (Direct report) and so on, ensuring alignment between the organization's strategy and individual employees' activities and goals.

Competency is made up of three facets: skills, knowledge, and abilities. Skills are an important part of any job profile, however they're not robust or nuanced enough to guide your talent-management activities. To succeed on the job, employees need to demonstrate the right mix of skills, knowledge, and on-the-job ability.

Competency Model is a well-defined, multilevel competency model provides managers a guide to observe, recognize, and measure on-the-job performance in the workplace.

*The **Rutgers Competency Model** provides Behavioral Anchors and Key Characteristics to consider when reviewing an employee's efforts.*

Competency Rating Framework is a multi-level competencies rating structure defines a specific skill at different levels of expertise and proficiency. Defining each of these proficiency levels is an invaluable tool for helping employees understand and take control of their career progression.

*The **Rutgers Competency Framework** includes 4 levels: Emerging, Skilled, Role Model, and Not Observed.*

Direct report is an employee who is managed by and reports to someone else immediately up the chain of command in the organizational reporting structure.

Goals are part of every aspect of business and provide a sense of direction, motivation.
*For the Rutgers Performance Management Application, we will be following the **S.M.A.R.T. model** for setting goals.*

Leadership competencies are leadership skills and behaviors that contribute to superior performance. At Rutgers the President's office and those that report to them follow the Leadership competencies.

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Manager is a person responsible for controlling or administering all or part the functions within the organization.

Non-Aligned Employees are Rutgers employees whose positions are not represented by a labor union (Non-union employees) and whose terms of employment are not governed by a collective negotiation agreement. This includes all MPSC employees. (MPSC: Managerial, professional, supervisory, and confidential staff positions)

Organization Reporting Structure (Reporting Hierarchy) refers to the organization's hierarchical reporting and authority relationships. An organization's structure shows the reporting relationship and is related to the work that is accomplished, as well as to how jobs are designed.

Performance Management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year focused on developing the staff member and supports accomplishing the strategic objectives of the organization.

Performance Management Process follows a standardized, systematic process to create, track, and evaluate a set of goals completion. A comprehensive performance management system can play a strategic role in attracting and retaining key employees. It can also help significantly improve a company's overall business performance.

Professional Competencies reflect the knowledge required to perform a specific role and collectively defines requirements for effective performance in a specific job, profession, or organization. Rutgers non-aligned employees follow the Professional Competencies.

Professional Development is used to reference a wide variety of specialized training, formal education, or advanced professional learning intended to help employees improve their professional knowledge, competence, skill, and effectiveness.

Professional Development Plan is a formal means by which an individual (normally working with a mentor or supervisor) sets goals, strategies and outcomes of learning and training often toward a specific outcome.

SMART Goals are:

Specific: Well defined, clear, and unambiguous.

Measurable: With specific criteria that measure your progress towards the accomplishment of the goal.

Achievable: Attainable and not impossible to achieve.

Realistic: Within reach, realistic, and relevant to your purpose

Timely: With a clearly defined timeline, including a starting date and a target date.

Union Employees whose positions are covered by a collective negotiation agreement. Employment terms for unionized employees are governed by the appropriate collective negotiation agreement.