FOR SUPERVISORS

Complete the 2026 Classified Employee Evaluation – PAPERS Guide for Supervisors

A technical guide for supervisors completing an employee's 2026 evaluation in PAPERS.

Solid = PAPERS technical workflow **Dashed** = part of the process, done outside PAPERS (Step 5 only)

PROCESS 1 Reviewer approves

1	2	3	4	5	6
Log into PAPERS	Review the Self-Evaluation	Complete the Supervisor Evaluation	PAPERS routes to Reviewer	Meet with Employee	Employee Acknowledgment in PAPERS
You	You	You	✓ Reviewer approves Your Reviewer	OUTSIDE PAPERS You	Your Employee

PROCESS 2 Reviewer requests edits

4	→	3	→	4	→	5	→	6
Reviewer requests edits Your Reviewer		Supervisor makes edits You		Reviewer approves Your Reviewer		Meet with Employee OUTSIDE PAPERS You		Employee Acknowledgment Your Employee

PAPERS routes it **back to Step 3**. Once you click Complete, it returns to the Reviewer.

DON'T SEE YOUR EMPLOYEE'S SELF-EVALUATION OR EVALUATION?

Email hrdept@odu.edu for help.

PAPERS Buttons: What Each One Does

Knowing what each button does prevents an evaluation from being sent to the Reviewer too early.

Save & Continue

Bottom of each tab

What it does: Saves the tab you are on and moves you to the next tab.

Use it when: You finish a tab (Special Assignments through Development Plan) or make an edit the Reviewer asked for.

✎ Save Draft

Bottom of tabs such as Performance Objectives, Standard Competencies and Overall Summary, and in the Actions menu

What it does: Saves your work **without** sending the evaluation anywhere. You can come back and edit.

Use it when: You want to save as you go (for example, after each performance objective or standard competency), you still need to review or edit any tab, or the overall rating is **Unsuccessful** and documentation must be attached first.

→ Complete

Bottom of the Overall Summary tab, and in the Actions menu

What it does: Submits the evaluation and routes it to the next person in PAPERS (your Reviewer).

Use it when: Every tab is finished and any required documentation is uploaded.

Once you click Complete, the evaluation leaves your queue. Check the Decision Point first.

Actions ▾

Upper right of the evaluation

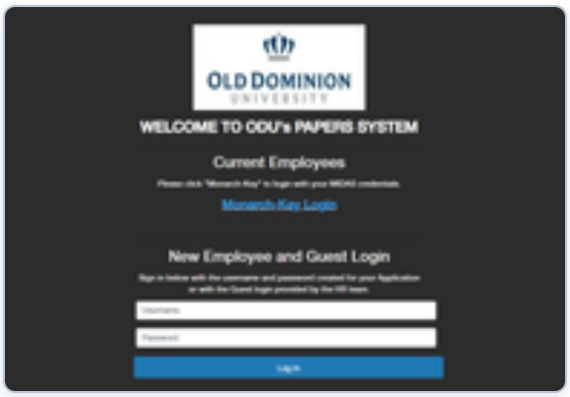
What it does: Opens a menu with **Print**, **Save Draft** and **Complete**.

Use it when: You need to print a copy for the employee meeting, or to complete the evaluation after making the Reviewer's edits.

Log Into PAPERS

PART 1 Sign In

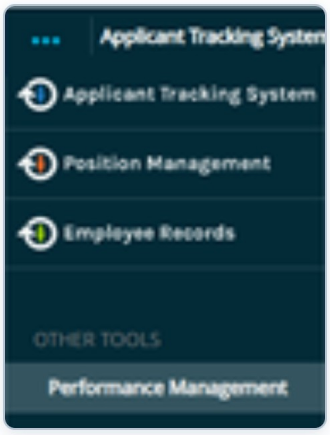
1. **Log into PAPERS**.
2. **Click** the Monarch-Key Login link under Current Employees.
3. **Enter** your MIDAS ID and password.
4. **Click** Login.





PART 2 Go to Performance Management

5. **Click** the three dots (•••) in the upper-left corner.
6. **Click** Performance Management under **Other Tools**.



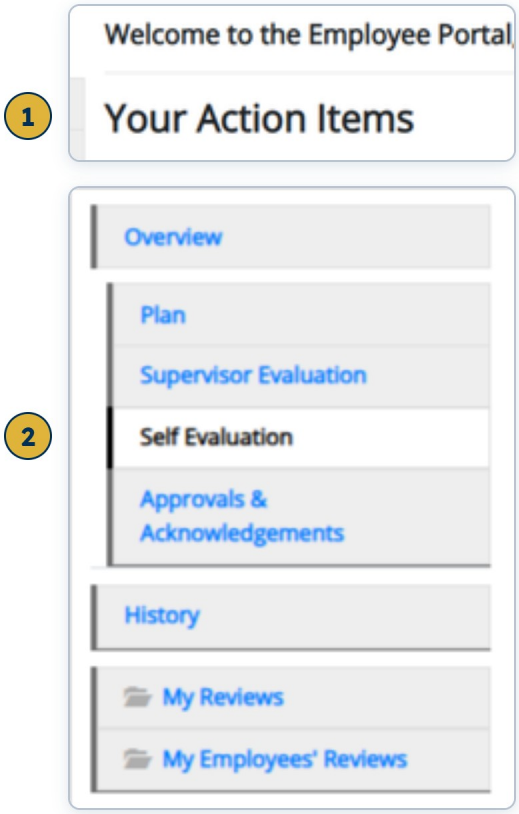
Review the Employee's Self-Evaluation

REVIEW ONLY

Before you complete the Supervisor Evaluation, read what the employee submitted. Their ratings and comments help you prepare the Supervisor Evaluation and the conversation you'll have with them.

Steps in PAPERS

1. On the **Welcome Screen**, under **Your Action Items**, **click** the employee's name.
2. **Click** Self-Evaluation.
3. **Review** the employee's Self-Evaluation for their context, ratings and/or comments under each tab.



TECHNICAL NOTE If **Self Evaluation** is grayed out in the left menu, the employee has **not completed** it.

KS

Meet Kate Simmons

Kate is a **fictional employee**. Her 2026 evaluation is used for the screenshots and examples throughout this guide.

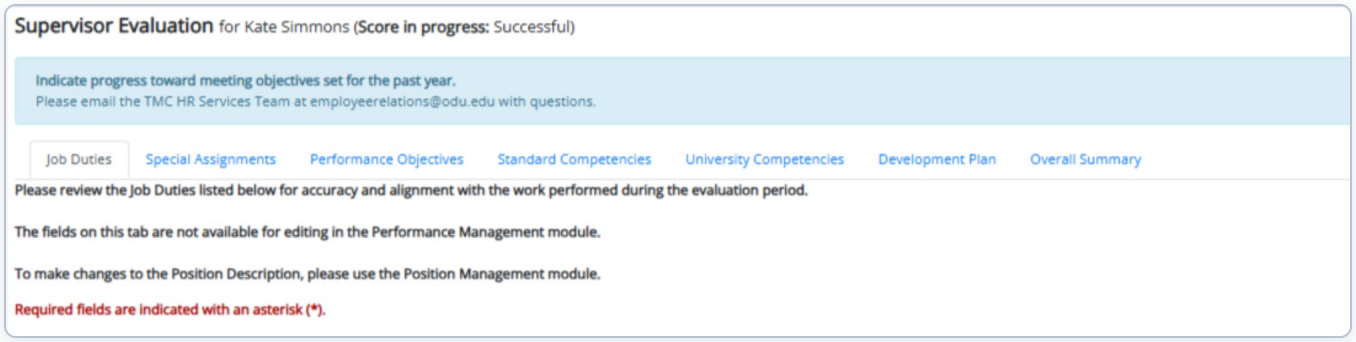
Completing the Supervisor Evaluation

The Supervisor Evaluation is where you enter your ratings and comments. It opens from the same left-hand menu as the employee's Self Evaluation.

Steps in PAPERS

1. **Click** Supervisor Evaluation in the left-hand menu.
2. The **Employee's evaluation opens** with the tabs across the top.
3. **Work through each tab** from left to right.
4. **Click** Save & Continue at the bottom of each tab as you finish it.

2



TIP The next pages walk through each tab. See page 2 for what the Save & Continue, Save Draft and Complete buttons do.

What Each Tab Asks of You

At a glance

1	**Job Duties**	**Review only**	No rating or comment
2	**Special Assignments**	**Comment only**	Skip if there are none
3	**Performance Objectives**	**Rate + comment**	Each objective
4	**Standard Competencies**	**Rate + comment**	Each competency
5	**University Competencies**	**Comment only**	Each competency
6	**Development Plan**	**Comment only**	Each item
7	**Overall Summary**	**Comment only**	Rating is calculated

The rating scale

These definitions appear at the top of each tab in PAPERS.

E	**Extraordinary**	The employee consistently exceeded the expectations of the performance objective and competency.
HS	**Highly Successful**	The employee exceeded the expectations of the performance objective and competency some of the time.
S	**Successful**	The employee consistently met the expectations of the performance objective and competency.
PS	**Partially Successful**	The employee occasionally met the expectations of the performance objective and competency but was not consistent and at times did not meet the expectations.
U	**Unsuccessful**	The employee did not meet the expectations of the performance objective and competency.

TIP Click **Save & Continue** at the bottom of every tab. Required fields are marked with a red asterisk (*).

Duties, Assignments & Objectives

WHERE YOU ARE

TAB 1 Job Duties — REVIEW ONLY

- Pulled from the employee's Position Description.
- No rating or comment is entered here.

1. **Click** the Job Duties tab.
2. **Review** the duties listed.

TAB 2 Special Assignments — COMMENT ONLY

- Lists any special assignments designated during the evaluation cycle.
- No rating is selected on this tab.

1. **Click** the Special Assignments tab.
2. **Enter** your comments in the box.
3. **Click** Save & Continue.

Note: If there are no special assignments, go straight to the Performance Objectives tab.

TAB 3 Performance Objectives — RATE + COMMENT

- Set during the Planning Phase.
- Each objective is rated separately.
- Together they make up **80%** of the calculated overall rating.

1. **Click** the Performance Objectives tab.
2. **Click** each performance objective.
3. **Select** a rating from the dropdown.
4. **Enter** comments with specific examples.
5. **Click** Save Draft to save your work after each objective entry.
6. **Repeat** for every objective, then **click** Save & Continue.

Competencies & Development Plan

WHERE YOU ARE

1 ✓ Job Duties	2 ✓ Special Assignments	3 ✓ Performance Objectives	**4 Standard Competencies**	**5 University Competencies**	**6 Development Plan**	7 Overall Summary

TAB 4 Standard Competencies — RATE + COMMENT

- Statewide expectations for all classified employees.
- Together they make up **20%** of the calculated overall rating.

1. **Click** the Standard Competencies tab.
2. **Select** a rating for the competency.
3. **Enter** comments describing the employee's behaviors and contributions.
4. **Click** Save Draft after rating and commenting on each competency.
5. **Repeat** for every competency, then **click** Save & Continue.

TAB 5 University Competencies — COMMENT ONLY

- No rating is selected on this tab.

1. **Click** the University Competencies tab.
2. **Enter** a comment for each competency shown in the evaluation.
3. **Click** Save & Continue.

TAB 6 Development Plan — COMMENT ONLY

- No rating is selected on this tab.

1. **Click** the Development Plan tab.
2. **Enter** a comment for each item shown in the evaluation.
3. **Click** Save & Continue.

Overall Summary COMMENT

WHERE YOU ARE

1 ✓	2 ✓	3 ✓	4 ✓	5 ✓	6 ✓	7
Job Duties	Special Assignments	Performance Objectives	Standard Competencies	University Competencies	Development Plan	**Overall Summary**

NEW FOR 2026

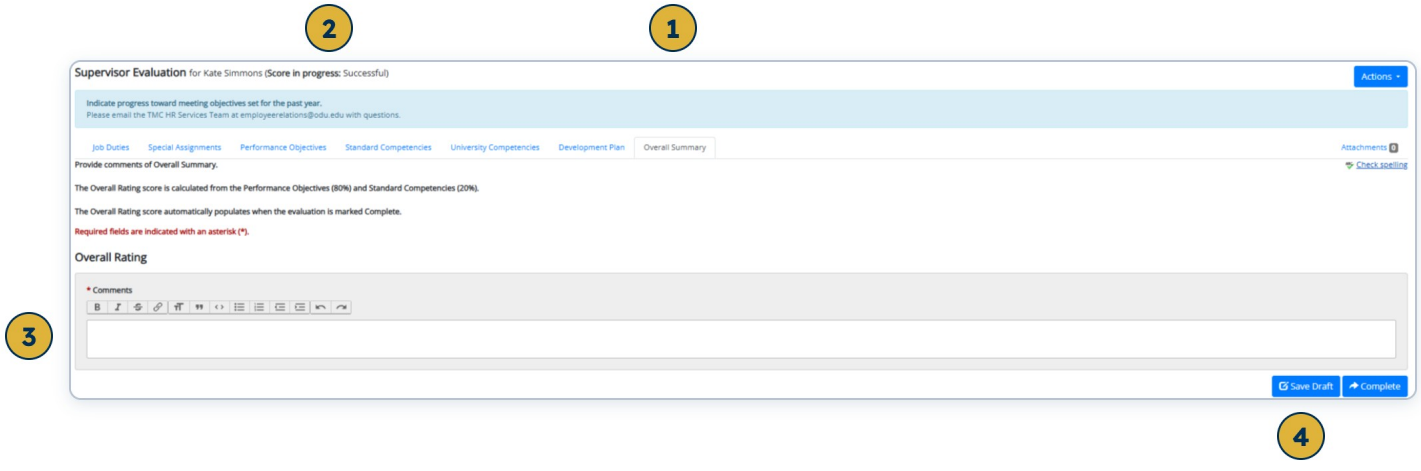
Score in Progress

The **Score in Progress** appears next to the employee's name at the top of the evaluation. It is the **Overall Rating**, calculated from your Performance Objectives (80%) and Standard Competencies (20%) ratings.

Question the Score in Progress? Before you change any rating, follow the steps on **page 10**.

Steps in PAPERS

1. **Click** the Overall Summary tab.
2. **Verify** the Score in Progress, which is the Overall Rating.
3. **Click** in the Comments box and **enter** your overall comments.
4. **Click** Save Draft.
5. **Check** the Decision Point on page 11.



When the Score in Progress Isn't What You Expected

If you question the Score in Progress on the Overall Summary tab, review your element ratings first. **Do not change a rating just to reach a different Overall Rating.**

Before changing any element rating

1. **Check the inputs**
   Are the weights, ratings and records accurate?
2. **Revisit the expectations**
   What did the element require, not what overall rating did I expect?
3. **Examine the full year**
   Am I relying on one event or an overall impression?
4. **Seek missing evidence**
   Did the employee give examples I haven't considered?
5. **Test for bias**
   Would I give this rating without knowing the overall?

If a rating needs to change

- ✓ Change it **only** when a fresh review shows the original rating wasn't supported.
- ✓ **Update the comment** to explain the revised rating.
- ✗ **Never** raise or lower ratings to reach a preferred overall result.

To change a rating in PAPERS

1. **Click** the Performance Objectives or Standard Competencies tab.
2. **Select** the revised rating and **update** the comment, then **click** Save Draft.
3. **Return** to the Overall Summary tab and **verify** the Score in Progress again.

REMEMBER Reconsider when evidence warrants it, **not** to make the math match an expectation.

Save Draft or Complete? BEFORE YOU CLICK

OVERALL RATING IS
Partially Successful, Successful, Highly Successful or Extraordinary

No documentation needs to be attached for these ratings.

NEED TO EDIT OR REVIEW FIRST?

1. **Click** Save Draft.
2. **Go back** to the tabs that need editing.
3. **Return** to the Overall Summary tab and **click** Complete.

READY FOR YOUR REVIEWER?

1. **Click** Complete.
2. PAPERS sends the evaluation to your **Reviewer**.

OVERALL RATING IS
Unsuccessful

This rating **requires supporting documentation** attached to the evaluation.

1. **Click** Save Draft. Do **not** click Complete.
2. **Upload** the required documentation (next page).
3. **Then click** Complete.

Documentation & Attachments REQUIRED

POLICY 1.40 · REQUIRED DOCUMENTATION New as of the 2025 Policy 1.40 update

An employee **cannot be rated "Unsuccessful"** as an Overall Rating on the annual evaluation unless the employee has received:

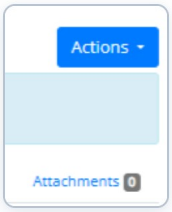
- A **Performance Improvement Plan**; or
- A **Written Notice** for any reason as defined in Policy 1.60, Standards of Conduct, during the performance cycle.

PLEASE NOTE Receipt of a Performance Improvement Plan or a Written Notice **does not require** that an employee be rated "Unsuccessful." Rather, it **allows** an "Unsuccessful" rating if the employee's overall performance supports it.

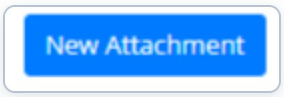
ALSO NOTE You do **not** need to supply these forms for objectives or competencies rated Unsuccessful **unless** the automatic calculation creates an **Overall Rating of Unsuccessful**.

Upload an attachment

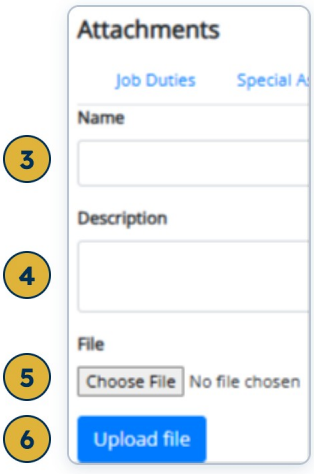
1. **Click** Attachments (upper right, below the Actions button).



2. **Click** New Attachment.



3. **Click** the Name field and **enter** the file's name.
4. **Click** the Description field and **enter** a short description.
5. **Click** Choose File and **select** your file.
6. **Click** Upload file.
7. **Return** to the Overall Summary tab and **click** Complete.



After You Click Complete

STEP 3 Reviewer Reviews the Evaluation

The **Reviewer** (typically your immediate supervisor) gets an email about a new action item in PAPERS.

The Reviewer either **suggests edits** or **approves**.

If approved, PAPERS routes it **directly to the employee**. It comes back to you **only if edits are suggested**.

STEP 4 What Happens Next

IF THE REVIEWER SUGGESTS EDITS

Returned for Changes

1. You are **notified by email**; the evaluation is back in your PAPERS queue.
2. **Make** the edits on the right tabs and **click** Save & Continue on each.
3. **Click** the Actions dropdown, then **Complete**.

The cycle repeats: Reviewer → approves → employee acknowledges.

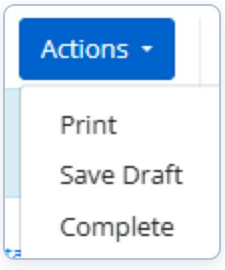
IF THE REVIEWER APPROVES

Evaluation Approved

1. PAPERS routes the evaluation **directly to the employee for acknowledgment**.
2. It does **not** come back to you. Go to Step 5.

STEP 5 Meet with Employee OUTSIDE PAPERS

1. **Schedule a meeting** with the employee to review and discuss the evaluation **before** they acknowledge it in PAPERS.
2. To print a copy to review and share, **click** the Actions dropdown and **choose** Print.



STEP 6 Employee Acknowledges the Evaluation

After the Reviewer approves, PAPERS automatically sends the evaluation to the employee, who acknowledges it in PAPERS **after** your meeting.