



OLD DOMINION UNIVERSITY  
Division of Talent  
Management and Culture

# Navigating the 2026 Classified Performance Management Cycle

Policy 1.40 and PAPERS Process Overview for Supervisors

MADE WITH  
beautiful.ai

1

## How This Webinar Is Organized

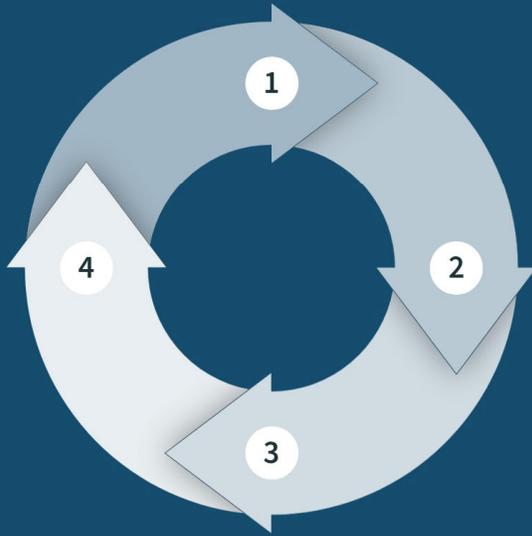
Changes and updates will be presented within the performance phase where supervisors will take action.

MADE WITH  
beautiful.ai

2

# New Performance Cycle Phases

January 1-December 31 | Calendar Year Performance Cycle

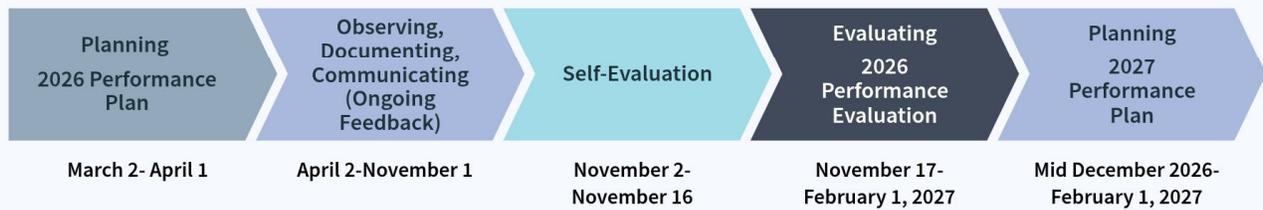


- 1 Planning
- 2 Observing, Documenting and Communicating (Ongoing Feedback)
- 3 Self-Evaluations
- 4 Evaluating Performance

MADE WITH beautiful.ai

3

# Performance Cycle Phases Timeline



MADE WITH beautiful.ai

4

Phase One

# Planning

*Theme: Clarity before performance begins*

MADE WITH  
**beautiful.ai**

5

## Policy 1.40 Update | Intent for Planning Phase



**Measurable performance objectives  
are defined at the beginning of the  
performance cycle**

*Shared understanding of performance  
expectations between supervisor and employee*



**Continuous Development**

*Learning is built into the performance cycle*

MADE WITH  
**beautiful.ai**

6

# Changes in the Performance Process Flow

Previous Workflow



Rated during the Evaluation Phase at the end of the performance cycle

Added to the prior year's performance plan as the last section of the evaluation

MADE WITH  
beautiful.ai

7

# Changes in the Performance Process Flow



No longer rated | Used to inform the creation of SMART Performance Objectives

Will need to be created and documented in the 2026 Performance Plan

Will need to be created and documented in the 2026 Performance Plan

MADE WITH  
beautiful.ai

8

# Three New Components for 2026 Performance Plan

Promoting Future Readiness and Continuous Growth of the Classified Workforce



SMART PERFORMANCE OBJECTIVES



DEVELOPMENT PLAN



STANDARD COMPETENCIES

MADE WITH  
beautiful.ai

# SMART Performance Objectives

80% of Overall Evaluation Rating

MADE WITH  
beautiful.ai

# SMART Performance Objectives

Requirement: Create a minimum of 3 to a maximum of 5



### 80% of Overall Rating

*Each objective will need to be assigned a weight in PAPERS to equal a total of 80% for all objectives*



### PAPERS Entry Fields

*Objective Name  
Objective Description  
Objective Weight*



### Weights

*Each performance objective should be assigned a percentage weight that reflects its importance.*

*Keep in mind when assigning weights that during evaluation at the end of the year, the rating for each objective is applied to its weight—for example, an objective weighted at 30% that is rated Partially Successful will lower the overall performance rating more than an objective with a smaller weight.*



11

# SMART Framework

Smart Objective Components	Questions to Guide Creation of Smart Objectives
Specific	What will be accomplished? What actions will the employee need to take?
Measurable	What data will measure the objective? Does the supervisor and employee have access to measurable data? How much? How many? How well?
Achievable	Can the employee actually reach the objective? Do they have the necessary skills and resources needed?
Relevant	Does the objective align with the team's, departments, or University goals?
Time-Bound	What is the time frame for accomplishing the objective?



12

# SMART Performance Objectives

## Sources of Inspiration

- Job Duties
- Special Assignments
- Department priorities or focus areas for the year
- Upcoming projects, initiatives, or operational changes
- New systems, tools, or policies impacting the role

MADE WITH  
beautiful.ai

13

# Examples of Assigned Weights

The examples shown illustrate possible combinations; supervisors assign weights based on the relative importance of each objective, ensuring the total equals 80%.

- 3 objectives
  - 30%
  - 30%
  - 20%
- 4 objectives
  - 30%
  - 20%
  - 20%
  - 10%
- 5 objectives
  - 10%
  - 10%
  - 10%
  - 20%
  - 30%

MADE WITH  
beautiful.ai

14

## Job Duties vs. SMART Performance Objectives

Describe the core responsibilities pulled directly from position description	Describe specific results or outcomes that can be measured to show success and growth
Explain what the employee does and remains relatively stable unless there are position changes	Should change year to year based on division or department priorities
Answers the question: What is this role responsible for?	Answers the question: What specific, measurable results are expected this performance year?

MADE WITH  
beautiful.ai

15

## Explanation

- ✓ Per Policy 1.40, performance objectives are related to job duties and can be informed directly by them, **but they are not duplicative.**
- ✓ You may not be creating objectives that encompass all job duties.
- ✓ The goal now is different: rather than rating everything an employee does, we are identifying 3–5 major, meaningful **results that represent the most important contributions the role is expected to deliver during the performance cycle.**
- ✓ **These objectives should reflect what results are most important to your department or division this year that can be measured.**
- ✓ In simple terms, the shift is from asking, “What did this employee do?” to asking, “What results does this employee need to produce this year?”

MADE WITH  
beautiful.ai

16

## Rating a Job Duty

- Example 1: Rating a **Job Duty** (Old Mindset)
- Job Duty: “Schedules events and coordinates room logistics.”
- Supervisor thinks:
  - Did they schedule events?
  - Were there complaints?
  - Did they do the task?
- Then assigns: “**Successful**”
- Problem: This measures **activity**, not impact. It does not measure quality, timeliness, accuracy, or outcomes. It becomes subjective and hard to defend. You’re rating whether the person did the work.

MADE WITH  
beautiful.ai

17

## Rating a Weighted Objective

- Rating a **Weighted Performance Objective** (New Model)
- Performance Objective (worth 30% of the 80% objective category): “By December 2026, reduce last-minute room change requests by 25% by implementing a standardized pre-event confirmation process and checklist for all scheduled events.”
- Now we have:
  - **Specific outcome**
  - **Clear measurement (25%)**
  - **Timeline Accountability**
- Impact How It Gets Rated
  - If the employee: Reduced changes by 30% Implemented checklist early Received positive stakeholder feedback You might rate: **Highly Successful**
  - If they: Reduced changes by 10% Implemented process inconsistently You might rate: **Partially Successful**
  - If: No measurable improvement No system implemented You might rate: **Unsuccessful**

MADE WITH  
beautiful.ai

18

## SMART Performance Objectives



### Accountability

*Defines clear, measurable outcomes that establish upfront accountability and enable fair, observable evaluation of performance*



### Consistency

*Promotes consistent evaluations across roles and agencies*



### Transparency

*Facilitates clear performance objectives so that supervisor and employee agree upfront what success looks like during the year*

MADE WITH  
beautiful.ai

19

## SMART Performance Objective

Example Used in PAPERS7 Supervisor Guide

- Fictitious employee Kate Simmons is an Administrative Assistant for Continual Development in Academic Affairs
- One of her job duties is:
  - Joint responsibility for coordination of Provost-hosted and Provost-sponsored events, including: developing and maintaining invitation and RSVP tracking spreadsheets.
- Example of SMART performance objective:
  - By October 31, 2026, design and implement a standardized electronic invitation and RSVP tracking system using Microsoft Power Automate and related Microsoft tools to support Provost-sponsored events, resulting in improved accuracy for at least two events during the performance cycle.
- Assigned Weight: 30%

MADE WITH  
beautiful.ai

20

# Development Plan

## Not a Performance Improvement Plan

MADE WITH  
beautiful.ai

21

## Employee Development Plan

### Focused on Growth, Not Correction



#### Develop

*Strengthen skills aligned to role and performance objectives*



#### Align

*Connects learning to future performance needs*



#### Sustain

*Encourages continuous learning throughout the performance cycle*



#### PAPERs Entry Fields

*Development Name  
Development Description*

MADE WITH  
beautiful.ai

22

# Development Plan

## Sources of Inspiration

- Job Duties
- SMART Performance Objectives
- Special Assignments
- Upcoming projects, initiatives, or operational changes
- New systems, tools, or policies impacting the role
- Standard Competencies

MADE WITH  
beautiful.ai

23

# Development Plan for Kate Simmons

## Example from PAPERS7 Supervisor Guide

- **Development Name:**
  - Power Automate–Based RSVP Tracking for Events
- **Development Description**
  - **Learning Goal:** Build proficiency in Microsoft Power Automate and related Microsoft tools to support event coordination through improved invitation and RSVP tracking.
  - **Learning Steps:**
    - Complete LinkedIn Learning course: Power Automate Essential Training
    - Complete LinkedIn Learning course: Microsoft Forms Essential Training Design
    - Test an RSVP workflow using Microsoft Forms, Power Automate, and Excel or SharePoint
    - Implement the system for at least one Provost-hosted or Provost-sponsored event
  - **Resources Needed:**
    - LinkedIn Learning access, Microsoft 365 tools, time during work hours, supervisor feedback during testing and implementation
  - **Target Completion Date:** August 31, 2026

MADE WITH  
beautiful.ai

24

# Standard Competencies

MADE WITH  
beautiful.ai

25

## 4 New Standard Competencies

Developed by Department of Human Resource Management [DHRM]



### Observable

*Statewide observable behaviors and professional expectations that describe how work is performed across classified roles*



### Consistency

*Provide a consistent framework for evaluating behaviors, supporting fair and comparable evaluations*



### 20% of Overall Rating

*Each competency has been assigned an automatic rating of 5% which will be rated during the Evaluation Phase*

MADE WITH  
beautiful.ai

26

## Problem Solving, Judgement, Planning, and Organization

- 1 Identifies workplace challenges, works to resolve them and takes responsibility for decisions**
- 2 Understands the Commonwealth's purpose and mission**
- 3 Plans, organizes, manages time and works in support of the Commonwealth's mission, vision, and values**

MADE WITH  
beautiful.ai

27

## Citizen and Customer Interaction

- 1 Responds appropriately to the needs of internal and external customers**

MADE WITH  
beautiful.ai

28

## Teamwork and Building Relationships

- 1 Collaborates and cooperates to get the job done**
- 2 Initiates and cultivates business relationships with stakeholders**
- 3 Develops and maintains positive relationships**

MADE WITH  
beautiful.ai

29

## Coaching and Communication

- 1 Coaches others to succeed and is receptive to coaching from others**
- 2 Proactively assesses strengths and developmental needs**
- 3 Gives timely and specific feedback to others**
- 4 Exchanges ideas and opinions**
- 5 Provides and receives information or feedback**

MADE WITH  
beautiful.ai

30

# PAPERS 2026 Performance Plan Contents

MADE WITH  
beautiful.ai

31

## PAPERS 2026 Performance Plan Contents

- 1 Job Duties**  
Not Rated | Contents cannot be edited | Pulled from Position Description
- 2 Special Assignments**  
Not Rated | Contents cannot be edited | Pulled from Position Description
- 3 Performance Objectives**  
Rated - 80% of Overall Rating | Editable fields
- 4 Standard Competencies**  
Rated - 20% of Overall Rating | Each competency weighted at 5% | Contents cannot be edited pre-determined by the State of VA
- 5 University Competencies (prior Behavioral)**  
Not Rated | Contents cannot be edited | Pulled from Position Description
- 6 Development Plan**  
Not Rated | Editable fields

MADE WITH  
beautiful.ai

32

## Phase Two

# Observing, Documenting, and Communicating (Ongoing Feedback)

*Theme: Continuous feedback in real time*

MADE WITH  
beautiful.ai

33

## Intent of Phase Name Change

1

### Monitoring (previous)

- Watch performance to see if issues arise
- Documenting primarily when something goes wrong
- Conversations typically happened after problems surfaced

2

### Observing, Documenting, and Communicating [Ongoing Feedback]

- Actively notice performance as work happens
- Provide consistent feedback continuously throughout the entire performance cycle
- Regularly documenting performance conversations throughout the entire performance cycle

MADE WITH  
beautiful.ai

34

## Performance Improvement Plan

- Focused on **early intervention and performance support**
- The PIP must be developed by the supervisor in collaboration with Human Resources
- Must include details of the employee's job responsibilities that are not being met, a plan for improving the employee's performance and a statement explaining the consequences if performance is not met during or at the end of the PIP
- Limited to 90 Days
- Serves as a bridge between performance support and discipline by providing a 90 day documented opportunity to improve before moving into Policy 1.60 Standards of Conduct for performance issues

MADE WITH  
beautiful.ai

35

## Phase Three Self-Evaluations

*Theme: From optional input to required reflection*

MADE WITH  
beautiful.ai

36

## Self-Evaluations

Now mandatory per Policy 1.40

---

Ensures employees have role in evaluation process

Employee input can be used to help shape future performance objectives and development opportunities

MADE WITH  
beautiful.ai

37

Phase Four

# Evaluating Performance

*Theme: Ensuring objective and consistent evaluation*

MADE WITH  
beautiful.ai

38

## PAPERS | Evaluating the Performance Plan



Job Duties will not be rated at the end of the year

***SMART Performance Objectives and Standard Competencies will be the only elements rated during evaluation.***



Automatic Overall Rating Calculation

*Papers technology has been updated so that the Overall Rating will automatically be calculated from 80% Performance Objectives and 20% Standard Competencies*

MADE WITH  
beautiful.ai

39

## Five Level Rating Structure

- 1 **Unsuccessful**
  - *Notice of Substandard Performance/Improvement Needed Form has been removed*
  - *Performance Improvement Plan or Written Notice needed to support overall rating*
- 2 **Partially Successful**
- 3 **Successful**
- 4 **Highly Successful**
- 5 **Extraordinary**
  - *No form needed to support overall rating*

MADE WITH  
beautiful.ai

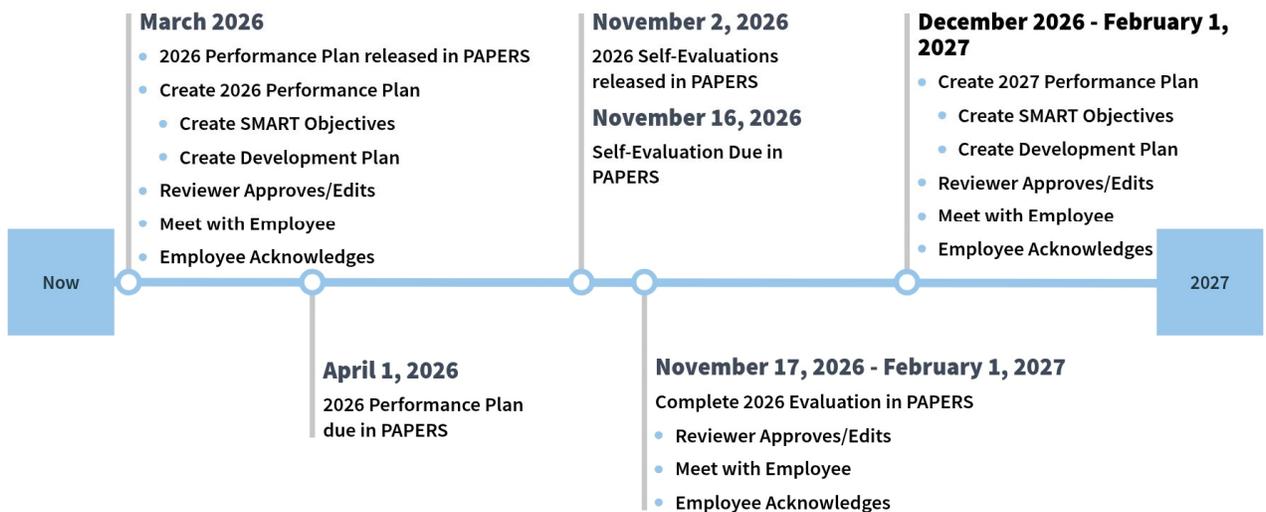
40

# Timeline Performance Cycle

MADE WITH  
beautiful.ai

41

## PAPERS | Example of 2026 into 2027 Performance Year



MADE WITH  
beautiful.ai

42

# Automated Workflow PAPERS

MADE WITH  
beautiful.ai

43

## PAPERS Behind the Scenes

Automated Workflow



Creates:

- SMART Performance Objectives
- Development Plan

Confirm with the Reviewer that the plan was received, as this routing step is a key system touchpoint.

- Reviewer reviews the plan and may approve or return for edits
- If the Reviewer approves - automatically routes to employee

Supervisor should schedule performance plan meeting before employee formally acknowledges

MADE WITH  
beautiful.ai

44

**Updated Policy 1.40 strengthens classified performance management by clarifying expectations upfront, supporting ongoing coaching and communication, promoting intentional development, and ensuring consistent, objective evaluation.**

MADE WITH  
beautiful.ai

45

**Questions?**

MADE WITH  
beautiful.ai

46