



# PAPERS 7 SUPERVISOR GUIDE

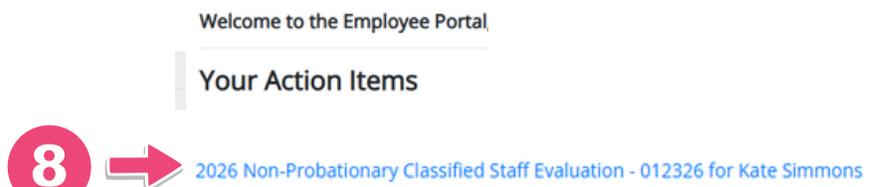
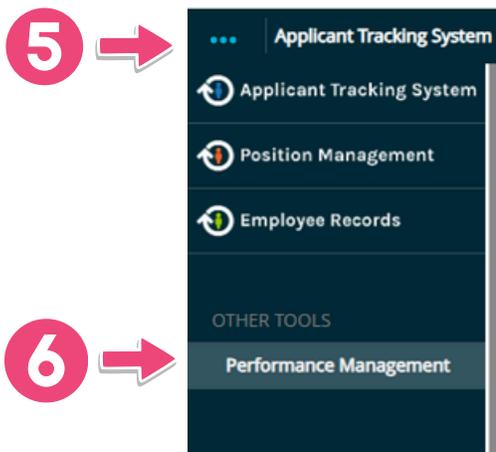
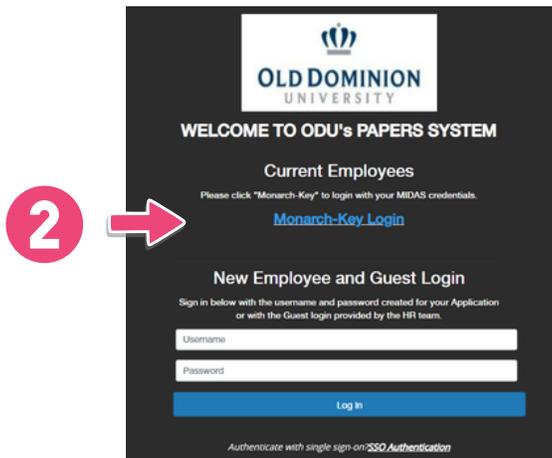
## **CREATING THE 2026 PERFORMANCE PLAN FOR NON-PROBATIONARY CLASSIFIED EMPLOYEES**



## STEP BY STEP GUIDE

Note: For this guide a fictional employee (Kate Simmons) has been used to provide you with screenshots and instructions.

1. **Log** into [PAPERS](#)
2. **Click** on Monarch-Key Login link under Current Employees
3. **Enter** your Midas ID and Password
4. **Click** Login
5. **Click** on ellipses (upper left corner)
6. **Click** on Performance Management under Other Tools
7. **View** your Action Items
8. **Click** on the name of the employee's plan you will be creating
9. **Plan** will open up in PAPERS



**Note:** Your employee's name should appear under Your Action items. If the employee is not listed, contact [hrdept@odu.edu](mailto:hrdept@odu.edu).

**TAB GUIDELINES**

- Job duties are pulled directly from the Position Description (PD)
- **Directly inform the creation of Performance Objectives**
- Fields are view-only on this tab
- **Not rated** during the Evaluation Phase
- **Do not contribute to the automatically calculated overall performance rating**

**STEPS IN PAPERS**

1. **Click** on Job Duties tab
2. **Review** the job duties
3. **Confirm** they reflect the employee’s core role
4. **Use** to create Performance Objectives and Development Plan
5. **Click** Save & Continue



Plan for Kate Simmons Actions +

1. Review the employee's job duties and any special assignments.  
 2. Use these, along with applicable Standard or University Competencies, and any departmental/division focus areas to create 3-5 SMART Performance Objectives for 2026.  
 3. Create a Development Plan outlining specific learning, experiences, or activities that will build skills, support future growth and support achievement of performance objectives and competencies.

Job Duties    Special Assignments    Performance Objectives    Standard Competencies    University Competencies    Development Plan

Please review the Job Duties listed below in preparation for creating goals and objectives for the performance cycle. The fields on this tab are not available for editing in the performance management module. [Check spelling](#)  
 To make changes to the Position Description, please use the Position Management module.

Job Duties Refresh Job Duties from: Administrative Assistant for Continual Development Apply

**Core Responsibilities**  
 Administrative Support  
**Duties, tasks & job functions**

- Provide ongoing and direct support to the Associate Vice Presidents for Academic Affairs and Administration, and serving as backup to the Executive Assistant during absences for the Provost. Provide back-up support for final preparation of Maintain the Provost's calendar and daily schedule when needed, by confirming appointments 48 hours in advance and ensuring relevant background materials are organized for each day's activities, and rescheduling meetings when new activities take precedence.
- Log important items requiring action by the AVPs — mail, correspondence, and requests from faculty, and ensure tracking to completion in a timely manner. Draft, format and/or proof correspondence for AVPs's signatures, using MS Word, and following format or style of similar correspondence.
- Assist Executive Assistant with support to the Faculty Emeriti Association, including group emails about their monthly activities, semi-annual mailings and meetings, facilitating their annual parking pass renewal, and coordinating the Provost's 2 official catered events with FEA each year (described in further detail under Event Coordination), and assisting them with campus room reservations as the group needs throughout the year. Notify officers and others on campus when an Emeriti passes away. Support other duties as assigned throughout the year.
- Front Office Presence: Welcome guests to Provost's Office, including the University President, other Vice Presidents, Deans, foreign delegations and visiting dignitaries. Provide accurate response and referral information for callers to the Provost's office, demonstrating excellent telephone manners and customer service skills in responding to inquiries from internal and external constituents. Provide information to student inquiries to the correct office, e.g., Admissions, Registrar, academic advising. Follow FERPA regulations in handling inquiries from parents.
- Utilize email communications to obtain or convey information, using clear wording, correct spelling/grammar and professionalism and the formality expected of business communications representing a senior executive office. Develop effective working relationships with personnel in all other areas of the University with which Academic Affairs interacts. Interaction with colleagues demonstrates use of the ODU Service Standards.
- Proofread letters, memos, reports, brochures, and event programs for Academic Affairs. Review content and accuracy of the information.
- Work performed should be accurate and error-free, completed within the requested time, and within University and office policies and procedures. Personal conduct should exemplify the highest professional standards and discretion.
- Serve as the coordinator for the AVPs' travel arrangements and reimbursement for the Provost and Associate Vice Provost for Academic Affairs and Administration.
- Coordinate ordering office supplies and other equipment needed for the Provost & AVPs in the Provost's Office

**Core Responsibilities**  
 Event Coordination  
**Duties, tasks & job functions**

Joint responsibility for coordination of Provost-hosted and Provost-sponsored events, which can involve attendance ranging from small groups to 100+ attendees. Examples of Provost-hosted events: Provost's Holiday Party; Provost's 2 official events for the Faculty Emeriti (Winter Luncheon and Summer Ice Cream Social); periodic Academic Affairs gatherings. Provost-sponsored events include: Meeting support for Faculty Emeriti Association. Duties for event activities include: Developing and maintaining accurate spreadsheets of invitees; developing electronic invitations and tracking RSVPs; reserving appropriate rooms on campus, and occasionally off-campus; working within assigned budget and ODU/State guidelines to develop catering plan; ordering gift items if needed; ensuring room setup details such as table setup and media requirements are met.

Save Draft    Save & Continue



## TAB - SPECIAL ASSIGNMENTS

### TAB GUIDELINES

- Special assignments are pulled directly from the Position Description (PD)
- Fields are view-only on this tab
- **Not rated** during the Evaluation Phase
- **Do not contribute to the automatically calculated overall performance rating**
- Can inform the creation of Performance Objectives

### STEPS IN PAPERS

1. **Click** on Special Assignments tab
2. **Review** any Special Assignments if populated from position description
3. **Click** Save & Continue

1

2

3

Job Duties Special Assignments Performance Objectives Standard Competencies University Competencies Development Plan

Please review the Special Assignments listed below in preparation for creating goals and objectives for the performance cycle. The fields on this tab are not available for editing in the performance management module. To make changes to the Position Description, please use the Position Management module. [Check spelling](#)

Special Assignments

Refresh Special Assignments from Administrative Assistant for Continual Development

Special Assignments  
Duties, tasks & job functions

**Note: This screen shot shows there are no Special Assignments**

### TAB GUIDELINES

- Performance Objectives define the specific, results-focused outcomes a classified employee is expected to achieve during the performance cycle. These objectives translate job duties into measurable accomplishments that support unit and organizational goals.
- Developed by the supervisor in collaboration with the employee
- Aligned to the employee's Job Duties and departmental priorities
- Create a minimum of 3 to a maximum of 5
- Written as SMART objectives (Specific, Measurable, Achievable, Relevant, Time-bound)
- **Rated** during the Evaluation Phase
- **Contributes 80% of the automatically calculated overall performance rating**
  - **Each objective is assigned a weight, with all Performance Objectives totaling 80% of the overall performance rating**
- May inform the Employee Development Plan

### WORKING EXAMPLE OF PERFORMANCE OBJECTIVE

#### *Fictitious employee Kate Simmons used for example*

- Background- Kate 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.

### HOW IS THIS OBJECTIVE SMART?

#### **S – Specific**

- The objective clearly defines what will be done:
  - Design and implement a standardized electronic invitation and RSVP tracking system
  - Use Microsoft Power Automate and related Microsoft tools
  - Apply it to Provost-sponsored events

#### **M – Measurable (Key Distinction)**

- Success is measurable in multiple concrete ways:
  - The system is designed and implemented (yes/no outcome)
  - It is used for at least two Provost-sponsored events
  - Visibility is improved by standardized tracking, allowing data to be reviewed and reported

#### **A – Achievable**

- The objective is realistic given:
  - Access to Microsoft tools already in use
  - Alignment with existing event coordination responsibilities
  - A defined scope (at least two events, not all events)

#### **R – Relevant**

- This objective directly supports:
  - Efficient coordination of Provost-sponsored events
  - Improved visibility and consistency in RSVP tracking
  - Broader institutional goals related to process improvement and effective use of technology

#### **T – Time-Bound**

- The objective includes a clear deadline: By October 31, 2026
- This establishes accountability and distinguishes it from ongoing work

**STEPS IN PAPERS**

1. **Click** on Performance Objectives tab
2. **Click** on Objective Name field
3. **Enter** Objective Name
  - a. Example: Event Invitation and RSVP Automation
4. **Click** on Objective Description
5. **Enter** Objective Description
  - a. Example: 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.
6. **Click** on Objective Weight field
7. **Enter** Objective Weight in two digits
  - a. Example: 30
    - i. Weight will depend on how many objectives you are creating (3-5)
    - ii. All objectives should total 80
    - iii. Think about which objective has the greatest impact on unit or organizational success
    - iv. Which objective requires the most effort, time, or complexity?
    - v. If only one objective were fully achieved, which would matter most?
8. **Click** Add Entry
  - a. Continue to enter 3-5 objectives
9. **Click** Save & Continue

The screenshot shows a web interface for creating performance objectives. At the top, there are navigation tabs: Job Duties, Special Assignments, Performance Objectives (highlighted), Standard Competencies, University Competencies, and Development Plan. Below the tabs is a brief instruction: "Performance objectives describe the specific, results-focused outcomes an employee is expected to achieve during the performance cycle, based on their job duties. Create a minimum of 3 and a maximum of 5 performance objectives. Each performance objective should include criteria that is inclusive of the S.M.A.R.T. method (Specific, Measurable, Achievable, Relevant, and Time-Bound). Assign a percentage to each objective so the total weight for this section equals 80%." A red note states "Required fields are indicated with an asterisk (\*)".

The main form area is titled "Performance Objectives" and contains three input fields, each with a red asterisk indicating it is required:

- Objective Name**: A text input field.
- Objective Description**: A rich text editor with a toolbar containing bold, italic, underline, link, unlink, list, and other icons.
- Objective Percent**: A text input field.

Below the input fields is a checkbox labeled "Remove Entry?". At the bottom of the form are three buttons: "Add Entry" (blue), "Save Draft" (blue), and "Save & Continue" (blue).

Numbered callouts (1-9) are overlaid on the screenshot to indicate the steps:

- 1**: Points to the "Performance Objectives" tab.
- 2**: Points to the "Objective Name" field.
- 4**: Points to the "Objective Description" field.
- 6**: Points to the "Objective Percent" field.
- 8**: Points to the "Add Entry" button.
- 9**: Points to the "Save & Continue" button.

TAB GUIDELINES

- Standard Competencies are statewide expectations established by the State for classified employees. These competencies define core knowledge, skills, behaviors, and professional expectations required for effective performance across state service.
- Pulled directly from the Position Description (PD)
- Fields are view-only on this tab
- **Rated** during the Evaluation Phase
- **Contributes 20% of the automatically calculated overall performance rating.**
  - Each Standard Competency is weighted at a fixed value of 5%, as required by the state.
- Can inform the creation of Performance Objectives and Development Plan

**STEPS IN PAPERS**

1. **Click** on Standard Competencies tab
2. **Review** Standard Competencies in order to provide the employee with clear expectations and consistent feedback on observable workplace behaviors
3. **Consider** competencies in creation of Performance Objectives and Development Plan
4. **Click** Save & Continue



Job Duties Special Assignments Performance Objectives **Standard Competencies** University Competencies Development Plan

Please review the standard competencies listed below. They are the observable core knowledge, behaviors, skills, and professional expectations that all classified state employees are expected to demonstrate in the performance of work. These competencies are rated and contribute 20% of the overall performance rating. [Check spelling](#)

Required fields are indicated with an asterisk (\*).

**Standard competencies**

<p>* Standard Competencies Objectives Problem Solving, Judgment, Planning and Organization</p> <p>* Description Identifies workplace challenges, works to resolve them and takes responsibility for decisions. Understands the Commonwealth's purpose and mission. Plans, organizes, manages time and works in support of the Commonwealth's mission, vision, and values.</p> <p>* Objective Percent 5</p>
<p>* Standard Competencies Objectives Citizen and Customer Interaction</p> <p>* Description Responds appropriately to the needs of internal and external customers.</p> <p>* Objective Percent 5</p>
<p>* Standard Competencies Objectives Teamwork and Building Relationships</p> <p>* Description Collaborates and cooperates to get the job done. Initiates and cultivates business relationships with stakeholders. Develops and maintains positive relationships.</p> <p>* Objective Percent 5</p>
<p>* Standard Competencies Objectives Coaching and Communication</p> <p>* Description Coaches others to succeed and is receptive to coaching from others. Proactively assesses strengths and developmental needs. Gives timely and specific feedback to others. Exchanges ideas and opinions. Provides and receives information or feedback.</p> <p>* Objective Percent 5</p>

Save Draft Save & Continue



## TAB - UNIVERSITY COMPETENCIES

### TAB GUIDELINES

- University Competencies are pulled directly from the Position Description (PD)
- Fields are view-only on this tab
- **Not rated** during the Evaluation Phase
- **Do not contribute to the automatically calculated overall performance rating**
- Can inform the creation of Performance Objectives and Development Plan

### STEPS IN PAPERS

1. **Click** on University Competencies tab
2. **Review** University Competencies in order to provide the employee with clear expectations and consistent feedback on observable workplace behaviors
3. **Consider** competencies in creation of Performance Objectives and Development Plan
4. **Click** Save & Continue

1

2

4

Job Duties Special Assignments Performance Objectives Standard Competencies **University Competencies** Development Plan

Please review the competencies listed below in preparation for creating goals and objectives for the performance cycle. The fields on this tab are not available for editing in the performance management module. To make changes to the Position Description, please use the Position Management module. [Check spelling](#)

University Competencies

Refresh University Competencies from: Administrative Assistant for Continual Development

University / Departmental Objectives  
Customer Service  
Description  
- Provide excellent telephone and customer service to the Office of the Provost. Provides welcoming presence to Provost's office for the internal and external community and maintains a neat, professional appearance of the office. Responds to all visitors and callers in a courteous and helpful manner. Contacts Threat Assessment and Education Team promptly and when necessary. Compliance with the ODU Code of Ethics is reflected in all activities related to the performance of assigned work and in all interactions with faculty, staff, students and the public. Professionalism in all communications and discretion/confidentiality are essential and must be practiced on a daily basis, as part of working in a senior executive office. Demonstrates adherence to the ODU Service Standards in all written and verbal communication with university staff and the public.

University / Departmental Objectives  
Procurement Responsibilities under Executive Order 35  
Description  
Under Executive Order 35, employees with procurement related responsibilities are required to make procurement related decisions in accordance with the associated EO requirements to include efforts to utilize certified micro, small, woman-owned and minority-owned firms for University business. All assigned procurement related duties and responsibilities are to be performed with the highest degree of integrity ensuring transparency, equitable treatments and inclusiveness in the procurement process. Those with procurement related responsibilities are expected to maintain the appropriate procurement related qualifications, certifications and/or training requirements identified for their positions.

University / Departmental Objectives  
Customer Relations  
Description  
Provide positive and responsive customer service to our internal and external users that reflects Old Dominion University's mission and values. Maintain effective working relationships with colleagues through courteous, constructive and professional interaction. Listen to and anticipate customer needs, provide clear explanations; respond quickly; take initiative to assist internal and external customers. Observe confidentiality. Compliance with the ODU Code of Ethics and Service Standards are reflected in all activities related to the performance of assigned work and in all interactions with faculty, staff, students and the public.

### TAB GUIDELINES

- The Employee Development Plan identifies skills, knowledge, or competencies the employee wants or needs to develop to support growth and successful performance. This section focuses on building future capability and supporting the employee's ability to meet performance objectives and evolving role expectations.
- Created collaboratively by the supervisor and employee
- May be informed by:
  - Job Duties or Performance Objectives
  - Special Assignments
  - Standard Competencies and University Competencies
  - Department priorities or focus areas for the year
  - Upcoming projects, initiatives, or operational changes
  - New systems, tools, or policies impacting the role
- Documents agreed-upon development goals, including activities, steps, and available resources
- Focused on growth and future capability, not corrective action or disciplinary measures
- **Not rated** during the Evaluation Phase
- **Does not contribute to the automatically calculated overall performance rating**

### WORKING EXAMPLE OF EMPLOYEE DEVELOPMENT PLAN

*Fictitious employee Kate Simmons used for example*

#### 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:

1. Complete LinkedIn Learning course: Power Automate Essential Training
2. Complete LinkedIn Learning course: Microsoft Forms Essential Training
3. Design and test an RSVP workflow using Microsoft Forms, Power Automate, and Excel or SharePoint
4. Implement the system for at least one Provost-hosted or Provost-sponsored event

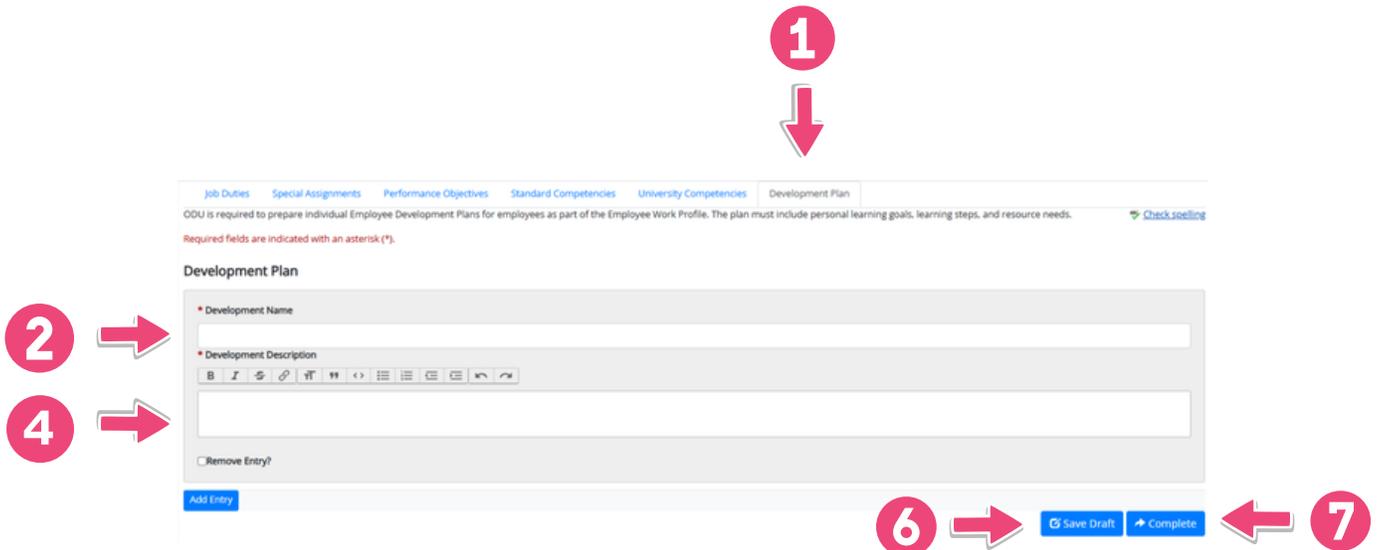
#### Resources Needed:

1. LinkedIn Learning access
2. Microsoft 365 tools
3. Time during work hours
4. Supervisor feedback during testing and implementation

**Target Completion Date: October 31, 2026**

**STEPS IN PAPERS**

1. **Click** on Development Plan Tab
  2. **Click** on Development Name field
  3. **Enter** Name of Development Plan
    - a. Example: Power Automate–Based RSVP Tracking for Events
  4. **Click** on Development Description field
  5. **Enter** details of plan
    - a. Example entry:
      - **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 and 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
    - i. Target Completion Date: September 30, 2026
6. **Click** Save Draft to do a final review of entire performance plan by checking each tab
7. **Click** Complete when ready to submit plan to Reviewer



## STEP: PAPERS AUTOMATICALLY ROUTES TO REVIEWER

- The reviewer (typically your immediate supervisor) will receive an email notifying them of an action item due in PAPERS
- The reviewer will either suggest Edits or Approve the plan
- If Approved, PAPERS routes plan to employee to acknowledge
- If Edits required, PAPERS routes plan back to supervisors

### Plan Approved

- If the Reviewer approved the plan with no edits, PAPERS **will route the plan back to the employee for acknowledgement.**
- Schedule meeting with employee to review and discuss the plan before employee formally acknowledges the plan in PAPERS.
- Click on **Actions** dropdown button and choose **Print** to print a copy of the plan to review and share.

Plan for Kate Simmons

Job Duties

Special Assignments

Behavioral Competencies

Standard Competencies

Performance Objectives

Development Plan

Please review the Job Duties listed below in preparation for creating goals and objectives for the performance cycle. The fields on this tab are not available for editing in the performance management module. To make changes to the Position Description, please use the Position Management module.



### Plan Returned for Edits

- The plan will return to your queue in PAPERS, you will be notified by email.
- Access the employee's plan.
- Reviewer comments will be visible above tabs.
- Process edits needed in appropriate tabs
- Click Save and Continue under the tab you are working on
- Click on Actions dropdown button
- Click on Complete
- The cycle will begin again > Plan routes to Reviewer > Reviewer Approves > Plan routed to Employee to Acknowledge

## STEP: EMPLOYEE ACKNOWLEDGES PLAN

After reviewer approval, PAPERS automatically routes the plan to the employee for acknowledgment. Supervisors are expected to meet with the employee to discuss the new performance plan **before the employee completes the acknowledgment step in PAPERS.**

If an employee wishes to appeal the plan, they should contact:  
HR Services Team | 757-683-3042 | [employeerelations@odu.edu](mailto:employeerelations@odu.edu)