





Annual Performance Planning:

Leader Cornerstone User Manual

Instructions for navigating the Cornerstone system to complete and approve FY2025 Annual Performance Plans

September 2024





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Leaders must complete two components in the Annual Performance Planning process. Below are links to the job aids that will support you.

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 - Return Annual Performance Plan/s for edits using "reopen" feature
 - Approve multiple team member Annual Performance Plans at once



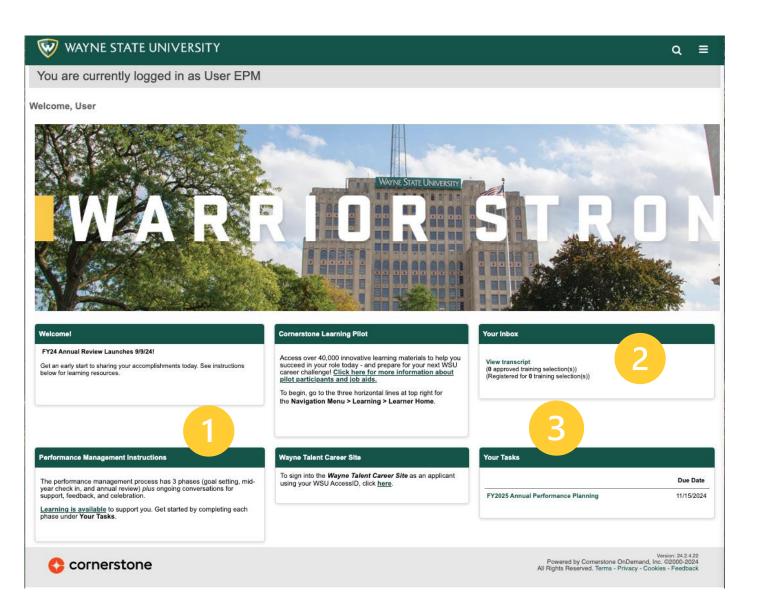


Annual Performance Planning:

Create Your Own Annual Performance Goals







This is the page you will see when you first log into Cornerstone Conversations.

You will use your WSU Access ID and password to log in via <u>Academica > team member Resources > Administrative Systems > Cornerstone Conversations.</u>

- 1. The **instructions area** provides an overview of the new performance process and includes a link to <u>learning opportunities</u> and resources to help you throughout the year.
- 2. Your **Inbox** will reflect messages pertinent to performance management or learning.
- 3. The **Your Tasks area** links to the tasks that you will need to complete throughout the year with due dates for each task. Past due tasks are marked with an exclamation point.

To get started, click the **FY2025 Annual Performance Planning** link.





FY2025 Annual Performance Planning EMPLOYEE GOAL PLANNING Overview 3 section(s) Start the fiscal year off right by documenting goals for: **OVERVIEW** What you'll achieve this year and how you'll achieve it. 2. Learning and development helpful to enable your success. Job aids and other learning resources are available. Please contact your HR Consultant or 0 SECTIONS Click the Next button at the bottom right to begin. **Review Overview Employee Goal Planning** Manager Goal Review

This is the first screen you will see when you click on FY2025 Annual Performance Planning from the Cornerstone Conversations home page.

 Ensure the first icon at the top left is shaded, entitled Employee Goal Planning.

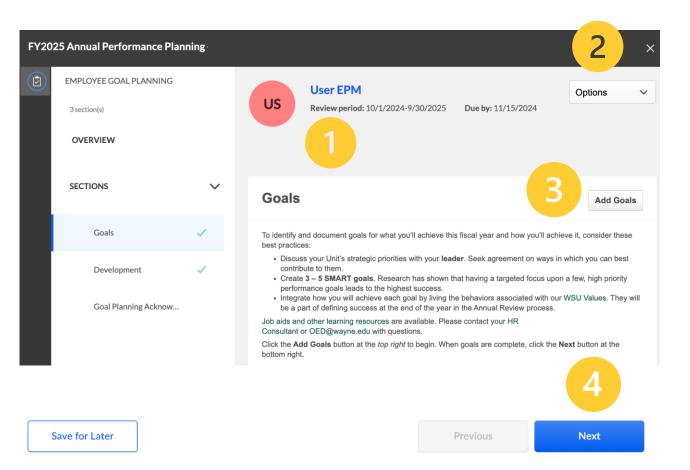
Note: The **left sidebar** helps you keep track of where you are in the Annual Performance Planning process.

- The section you are currently in is highlighted in blue.
- Completed sections are marked with a green check.
- 2. The **Overview area** provides general information and <u>learning resources</u>. Click on the *Plan for Success* accordion title.
- 3. The **Review Overview** indicates there are just two steps in this process: team member goal setting and leader input/approval.
- 4. Click **Next** to begin.

Next



Performance Goals Screen: Getting Started



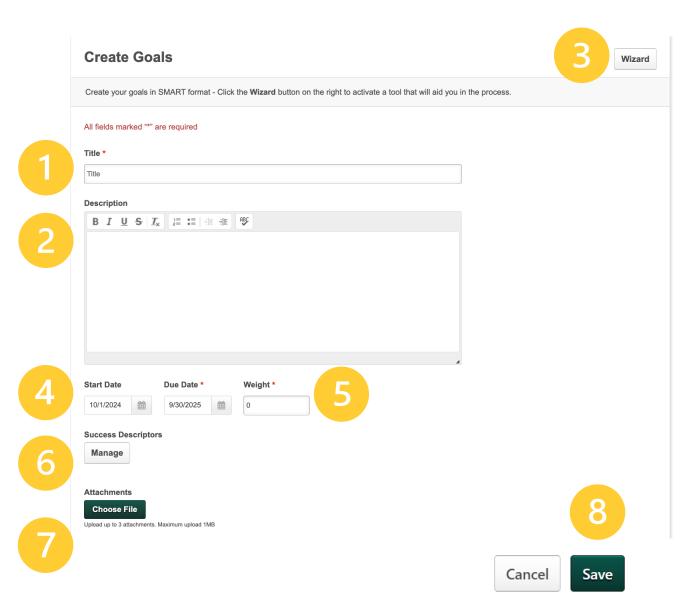


This year, we've consolidated Performance Goals and WSU Values into one section. Performance goals will now include what you seek to achieve *as well as* how you'll live our <u>WSU values</u> while achieving it.

- 1. A reminder of the performance management **review period** is listed as well as the **due date** to submit goals for approval.
- 2. The **Options** drop down is where you can:
 - Add attachments to support your goals.
 - Print your final document prior to submitting for approval.
 - View feedback (if available should you wish to request it from others in Cornerstone Conversations).
 - View Check Ins (aka Touch Points) a place to document one-on-one discussions, including to do's and follow up tasks.
- The Add Goals button allows you to add a goal to your Annual Performance Plan. Multiple goals can be added, although they must be added one at a time.
- 4. Click **Next** to continue or **Save for Later** to save changes and exit. Your goals will *not* save unless one of these buttons are selected.







Once you click Add Goals, this screen will guide you through the process. Although you will likely include several goals in your plan (ideally no more than 3-5), you will *add them one at a time*.

- .. Add **a title for your goal** here. Example: Improve user experience of XYZ software.
- 2. Add **text describing what you'll achieve & how you will live the WSU values** here. These could be milestones for activities needed to achieve goal and targets for delivering success. See hr.wayne.edu/performance/values for a list of WSU values and sample ChatGPT prompts to support you.

Example: Improve the user experience of the XYZ software to achieve a customer feedback score of "good or better" by increasing web accessibility functions by Q2 2025 to ensure compliance with WSU web accessibility guidelines and live our value of diversity & inclusion.

- 3. There is a **SMART Goal Wizard available** to help you double-check goal quality. We will cover this Wizard on the next page.
- 4. Indicate **a start and end date for your goal**. The fields are automatically populated with fiscal year dates but can be changed as needed. Goals must have dates that start after October 1 and end before September 30 of the current fiscal year to pre-populate the Mid-Year Check In and Annual Review.
- 5. In this field, you will indicate **a weight for your goal**, or the percentage it will count toward your overall performance.

Note: The sum of goal weights should add up to 100% total. These are helpful to prioritize your work when speaking with your leader.

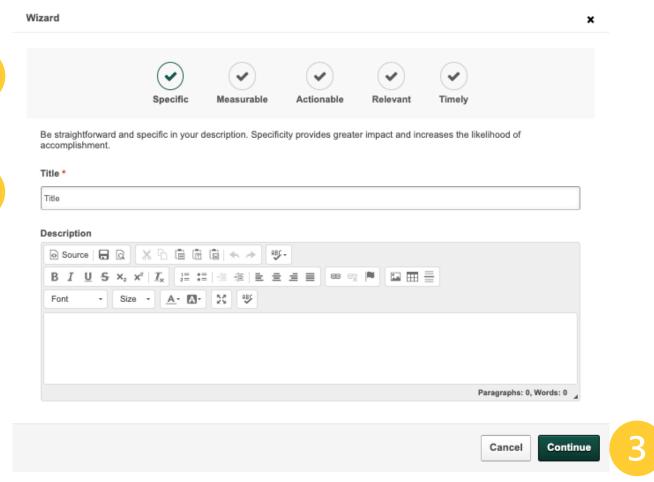
- **Success Descriptors:** Click here to view the end-of-year ratings and spark a discussion about goal success with your leader.
- 7. You can add up to three **attachments** to each goal here, if desired.
- 3. Click **Save** when you are done. **Note:** You can come back later and edit your goals before submitting them to your leader for review.





1

2



The **SMART Goals Wizard** will help confirm your goals are Specific, Measurable, Actionable, Relevant, and Timely. While the Wizard is optional, it is a very helpful tool to review your goal.

- The **top bar** shows your progress through each section of the Wizard. Tips for reviewing your goal against each SMART element are included directly below the top bar.
- In this area, you will see the title and text for your goal, so you don't have to remember them as you are reviewing the SMART elements. You can edit your goal as needed directly on this screen.
- 3. When you click Continue, you will move to the next SMART element in the top bar and can see or edit goal text as appropriate.

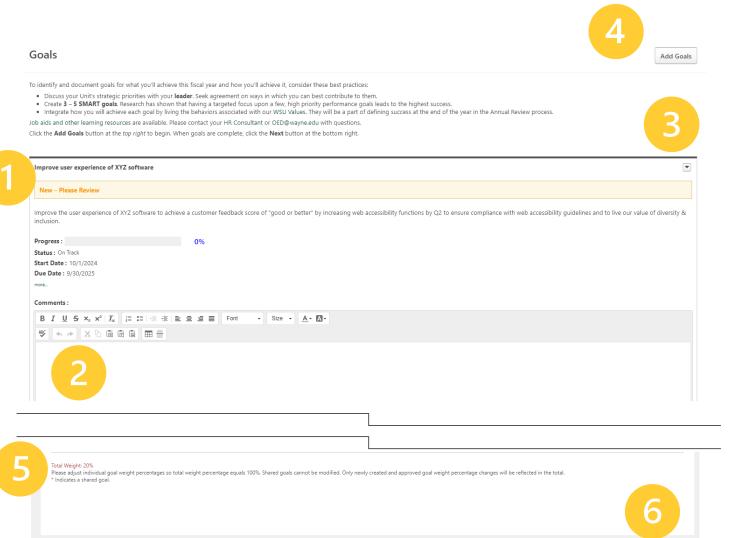
Once you have checked your goal against all the elements, you can **click Continue** to return to the Goal Input window and Save your goal.

On the next page, we will look at what happens after you have saved a goal.

Save for Later

Performance Goals Screen: Reviewing All Goals Created





This screen shows all performance goals you have created and saved, pending leader approval.

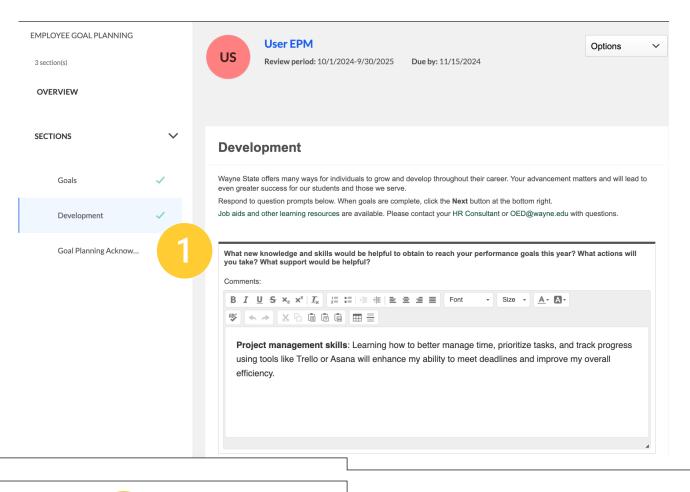
- 1. All **goals will be listed** here. The "New Please Review" ribbon indicates that the goal has not yet been approved.
- 2. You can **add a comment** about your goal if desired.
- This drop-down arrow provides the option to edit, delete, or view the history of your goal.
- 4. Check the **total weight** of all goals.

Note: your combined goal weights must add up to 100%. You can use the edit option (under #3) to edit the weight of individual goals as needed.

- 5. Click **Add Goals** if you have not finished inputting them.
- 6. Once you are done adding all performance goals, click **Next** or **Save for Later**.







This year, we've consolidated Professional and Career Development goal setting into this one Development page. A total of 3 questions are posed, starting with:

1. What new knowledge and skills would be helpful to obtain to reach your performance goals this year?

Learning Topic Thought-Starters

- What topics could help you to more efficiently or effectively attain your goals?
- What changes are happening as you consider technology shifts and your work today? How could you learn more about this?
- What learning could help you to continuously refine your approach to work (e.g., communications, teamwork, influence, service, etc.)?

Learning & Development Delivery Options

- Formal learning options could include attending workshops offered in Academica's Training.Seminars.Workshops (TSW), WSU's Events Calendar, or Cornerstone Learning's Live Classes
- On-demand learning via <u>Cornerstone Learning</u> is available, such as their AI simulations, role-based learning curricula, certification prep, skill benchmarks with personalized learning recommendations, Leadercamp On Demand (recorded webinars), courses, books, videos and more!
- Informal learning may be helpful such as mentoring, cross training, job shadowing, committee participation/leadership, professional association participation/leadership, speaking, publishing, etc.
- 2. Click **Save For Later** if needed to save changes prior to completing next development question/s.



Save for Later

Previous

Next

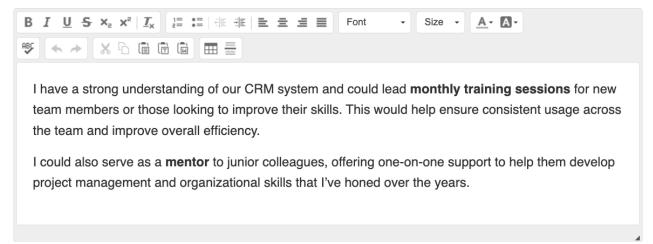




1

How could you share your unique strengths with others, such as teaching, mentoring, cross-training, documenting/improving processes, publishing/speaking at a conference, etc.?

Comments:



2

Save for Later

Previous

Next

- The next development question enables you to consider ways you could support others' learning.
- 2. Click **Save For Later** if needed to save changes prior to completing the next *optional* development question.

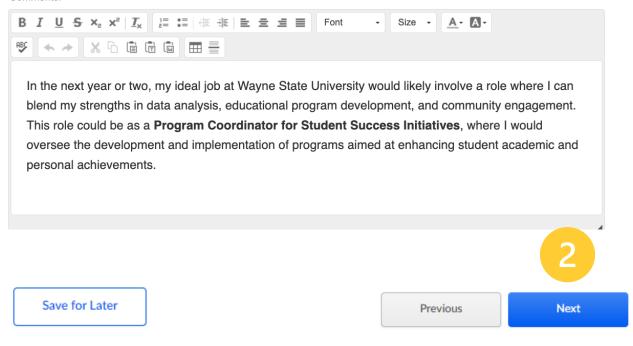




1

(Optional) What might your ideal job at WSU look like in the next year or two that you would like to grow into? How does it relate to your strengths and work that you've done already that you're energized by? What support would be helpful to learn more about it and/or to prepare for it?

Comments:



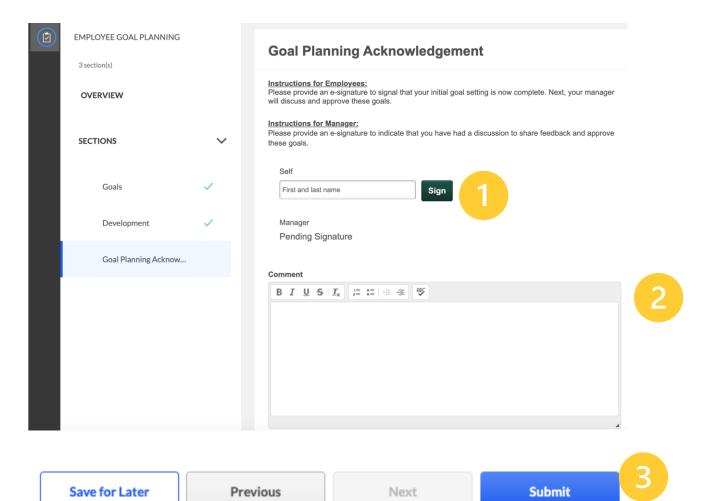
 The final development question enables you to spark a career development conversation with your manager, if desired.

As you consider opportunities for continued WSU career growth, reflect on:

- What does your long-term career vision look like?
- What professional aspirations do you have?
 Is there a space in which you would excel, and you would like more exposure to?
- What job skills would you like to grow into? How do they relate to your strengths and the work you are energized by?
- What does your long-term career vision look like?
- 2. Once you are done, **click Next** to move to the final section.







This is the final screen you will see once you have completed all the sections of your Annual Performance Plan.

- To "sign" your annual performance plan, enter your name here.
- Use this space to share any comments with your manager, if desired.
- 3. Once you are satisfied with your content and have double checked the total weight of your performance goals is 100%, you click Submit.

If you are not ready to complete your annual performance plan, **click Save for Later.**

Notes:

- You may find it helpful to click on Options on this page to Print Review (or save as a PDF).
- Once submitted, your Annual Performance Plan will go directly to your supervisor for approval, and you will not have the opportunity to make any further edits.
- To access your submitted Annual Performance Plan, click on the three horizontal lines at the top right of your Cornerstone Conversations Home Page > Home > Scheduled Tasks. Check the box for 'completed and expired' tasks and click on FY2025 Annual Performance Plan. It will automatically download as a PDF.





Annual Performance Planning: Approve Team Members Goals

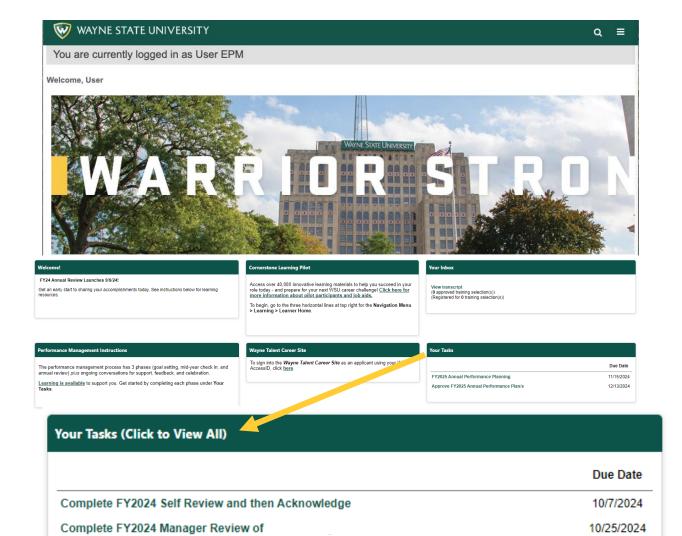
FY2025 Annual Performance Planning

Approve FY2025 Annual Performance Plan/s

Approving Annual Performance Plans:

Cornerstone Performance Management Home Page





You will be notified that staff submitted goals for your approval by email.

However, you may also log in to Cornerstone Conversations with your WSU Access ID and password via Academica > team member Resources > Administrative Systems > Cornerstone Conversations.

 If you see Approve FY2025 Annual Performance Plan/s as a task, this means that one or more team members submitted goals for your input & approval. Click on it to begin.

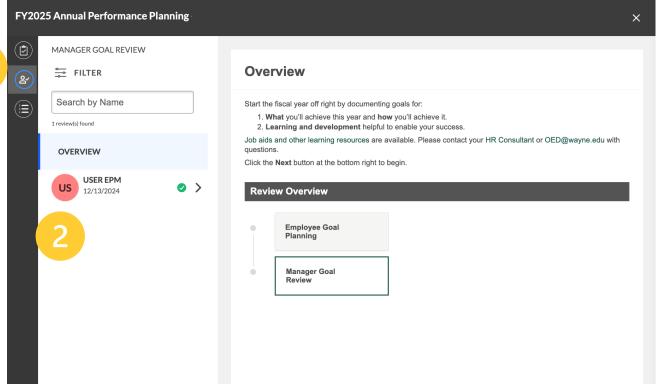
Not sure who on your team has or hasn't submitted their goals? A few options exist. Click on the navigation menu (the three horizontal lines at the top right), then:

- Reports, Dashboards, FY25 Annual Performance Plan (available starting 11/1/24).
- Home, Scheduled Tasks. Check "show completed and expired tasks", then click on "Approve FY2025 Annual Performance Plan/s".

11/15/2024

12/13/2024

Home, Universal Profile, View Team. Click on Team Member Name, Snapshot, Reviews. Click on FY2025 Annual Performance Planning to view it.



 The second icon, Manager Goal Review, should be visible by default when selecting Approve FY25 Annual Performance Plan/s from the home page.

This screen lists each team member reporting to you in Banner who is in this performance management process that submitted their FY2025 Annual Performance Plan/s for your input and approval.

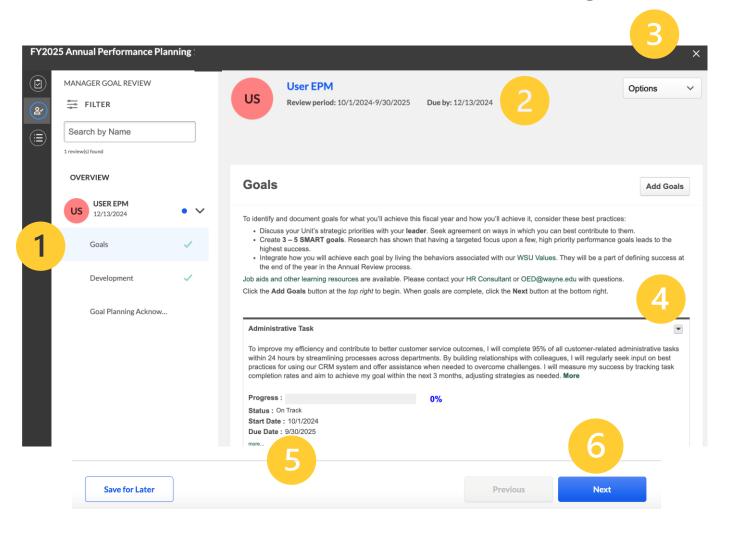
Note:

- A team member will <u>not</u> appear in this left panel until they submit their FY2025 Performance Plan for approval.
- The Review Overview highlights this is a two-step process – team member submits their goals and manager provides input/approval. No second level leader or HR approval is required.
- 2. Click on the team member's name to begin.



Approving Annual Performance Plans:

Performance Goal Review: Screen Navigation





- 1. This is the main screen for reviewing team member performance goals. This section has been combined with the prior WSU values page and now requests team members write performance goals that incorporate what they will achieve and how they will live the WSU values as they attain it.
- 2. The performance management review period, including start and end dates, is displayed here along with the **deadline** for your goal approval.
- 3. The **Options** dropdown allows you to print, add a co-planner and more (see page 20).
- 4. This dropdown will allow you to **edit or delete the performance goal**.

Note: It is also possible to return the Annual Performance Plan to the team member to request changes by using the **reopen** feature (see page 25). If you edit or reopen the task, it's helpful to communicate with the team member.

- 5. Click on **more...** to see the end-of-the-year ratings for reference when discussing goal success. This can be helpful to set expectations and eliminate surprises during the Annual Review (see page 19).
- 6. At the bottom of the page, there will be options to Save for Later or select Next. **Selecting Next indicates approval for the performance goals listed.** Save for Later captures comments/changes made on this page for later reference. Changes will *not* be saved unless either button is selected.

Note: You can navigate each step using the menu on the left. Approval of the full Annual Performance Plan is not possible, however, until both performance *and* development goals are reviewed. Comments are not necessary, but leaders must click Next on each page.



Save for Later

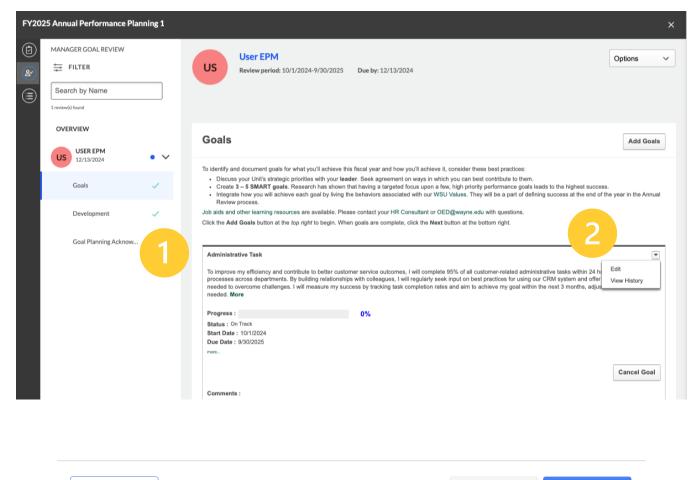
Approving Annual Performance Plans:

Performance Goals Review: Detailed Checklist of Items to Confirm

Previous

Next





1. Each **new performance goal** will require leader review. If a goal is significantly modified after it's approved (e.g., changes to start/end date, title, and/or weightings), you'll be brought to this same page to approve changes.

When reviewing goals, keep in mind:

- ✓ Unit **strategic priorities**, job descriptions, and other forms of input to ensure individual goals align with desired outcomes.
- ✓ Goals should be specific, measurable, actionable, relevant, and timely (SMART) and how it will be achieved by living our WSU values.
- ✓ **Targets** for goal success and **milestone activities** may be listed in the description. See More > Success Descriptors for potential language around end of year ratings & targets.
- ✓ The fiscal year timing of this performance cycle. Start dates should be October 1 or later and end dates should be September 30 or earlier to enable the goal to be prepopulated into the Annual Review at the end of the year.
- ✓ Weightings of goals should indicate their priority. All weights should equal 100%.
- ✓ Comments can be added as notes for individual consideration without formally editing a given goal.
- 2. This dropdown will allow you to **edit or delete the performance goal**. After goals are approved, but before the Annual Performance Plan is signed & submitted, the "delete" feature of the drop-down will be replaced with a grey "cancel goal" button.



Manage Success Descriptors

×

Unsatisfactory

Did not achieve performance goal for reasons within their control. Inconsistently embodied WSU values in goal

Inconsistant

Did not fully achieve performance goal for reasons within their control. Embodied WSU values most times, but not always.

Effective

Fulfilled performance expectations by delivering agreed upon goal outcomes using existing processes. Embodied WSU values.

Highly Effective

Frequently exceeded performance expectations by attaining higher impact on goal/s than expected (e.g., higher quality, quantity, efficiency). Positively influenced others' demonstration of WSU values

Exceptional

Exceeded performance expectations by attaining significantly higher impact on goal/s than expected and/or innovating an approach (e.g., improved a key process). Taught others to deliver similarly high outcomes. Positively influenced others' demonstration of WSU values.

Cancel

Success Descriptors are visible when you click on the "more" button below each goal. This shows the end-of-the-year ratings as shown on the left.

Discussing goal success at the start of the year can be helpful to set expectations and eliminate surprises during the Annual Review. These definitions also allow for fairness & equity when all team members are consistently held to the same standards.

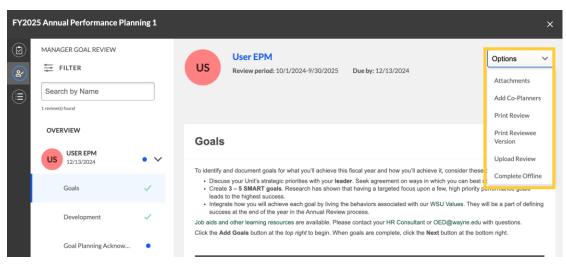
Seeking to distinguish between effective, highly effective, and exceptional results?

- **Effective = met your goal.** Team member fulfilled expectations by delivering agreed upon goal outcomes and embodied WSU values.
- Highly Effective = frequently exceeded expectations by attaining higher impact on goal/s than expected (e.g., higher quality, quantity, efficiency). Positively influenced others demonstration of WSU values.
- Exceptional = exceeded performance expectations by attaining significantly higher impact on goal/s than expected and/or innovating an approach (e.g., improved a key process). Taught others to deliver similarly high outcomes.

Discuss with your team member specific examples of behaviors and outputs that would be rated at each of level to help clarify options and enable the team member to set a performance target accordingly.







Options

Attachments

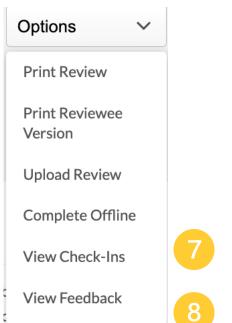
Add Co-Planners

Print Review

Print Reviewee
Version

Upload Review

Complete Offline

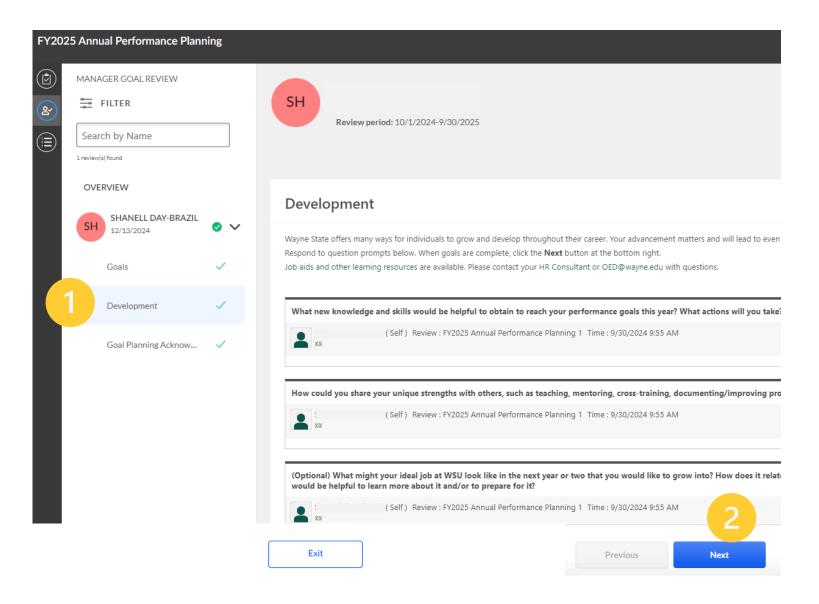


Under options, you'll find these available features, including:

- 1. Attachments: Allows up to three documents to be uploaded an attached to the review.
- 2. Add Co-Planners: Co-planners can perform reviews as though they were the manager who was assigned the review task. This can be useful for leaders who need to delegate reviews to their own or other leader if they were on an approved leave of absence, for instance. To add, select the search box and type the name of the delegated individual to add to the task.
- 3. **Print Preview**: Will automatically download a printable PDF.
- 4. **Print Reviewee Version:** All goal details in the printable performance review would reflect the team member's input. Any manager edits or comments made will not be displayed.
- 5. **Upload Review**: Managers who used the "complete offline" feature will also use this option. After completing the performance management task offline, leaders can upload the completed review file into the Cornerstone Conversations system.
- 6. Complete Offline: Automatically creates and downloads an Excel spreadsheet of the performance management task, which can then be uploaded to Cornerstone with the Upload Review drop-down option.
- 7. View Check-Ins: WSU calls these "Touch Points" and uses them to capture notes during one-on-one meetings. If Touch Point conversations were scheduled, a list of these conversations will populate in a new browser tab. If not, this option opens the Touch Points landing page in a new tab.
- 8. View Feedback: Any feedback provided by the manager to the team member using the Cornerstone Conversations feedback tool will populate here. To access the Feedback homepage, go to HOME > UNIVERSAL PROFILE. Then, click the Feedback tab.







 On this screen you can review the professional and career development goals/plans submitted, if any.

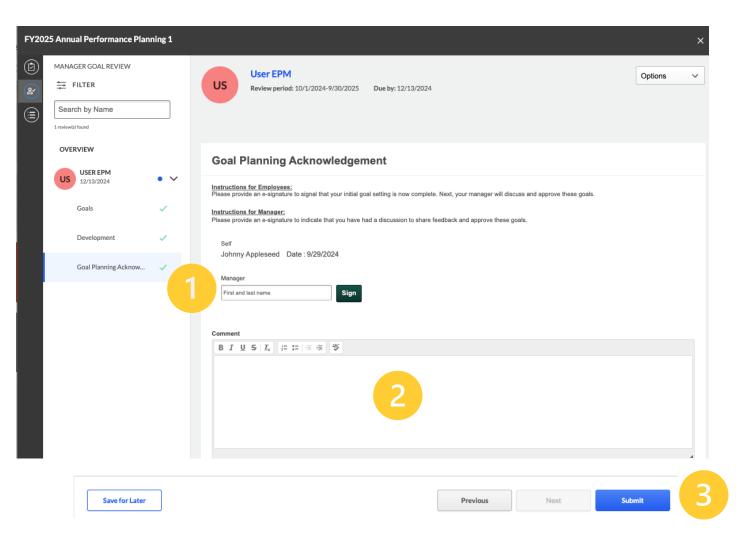
As part of your ongoing dialogue, this is an opportunity to encourage team member growth. See learning & development thought-starter prompts and resources shared on pages 10-12 of this user manual for inspiration.

Note:

- Be sure to confirm the knowledge & skills identified are aligned with the individual's current (or desired) professional duties.
- Leave a comment to offer suggestions, support, and/or encouragement as well as guidance or recommended next steps
- 2. Click **Next** to continue to last page.







This is the final screen of the team member Annual Performance Planning process.

- 1. To approve a team member's performance plan, enter your name here and click Sign.
- 2. Add any final comments, if desired.
- Once you are satisfied with the performance plan, click Submit.

If you are not ready to approve the performance plan, click Save for Later.

To review previous sections, click Previous.

Note: Once you click Submit, a final prompt will confirm if the total weight of all goals equals 100%. If it does not, click Cancel and return to the performance goals page for edits or use the reopen feature to return to the team member for edits.

Once the approved performance plan is submitted, no further changes can be made.

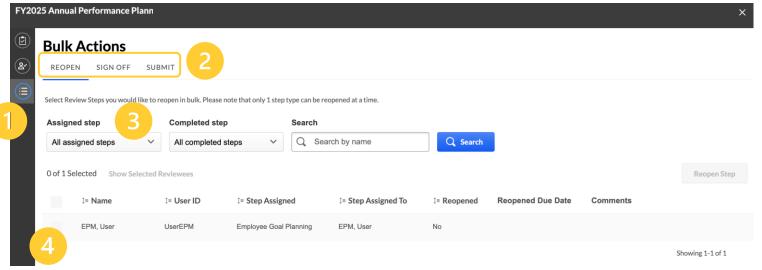




Annual Performance Planning: Optional Bulk Action Features







- 1. To View Bulk Actions, select the third icon on the left menu.
- Determine the bulk action desired:
 - Reopen: Use this feature to return the team member's Annual Performance Plan to request changes. Please provide comments or discuss with them the changes you're proposing.
 - Sign Off: This option lets you approve multiple Annual Performance Plans at once with your signature. This can occur only after you individually review each team members' goals.
 - Note: Approval is a two-step process. It is necessary to <u>Sign and Submit</u> in Cornerstone Conversations.
 - **Submit**: This option lets you submit multiple signed Annual Performance Plans for final approval.
- 3. In the Assigned Step dropdown, select **Employee Goal Planning** to see the employee-submitted Annual
 Performance Plans awaiting "bulk" or individual action.
- 4. Click the box next to the team member's name to begin.

Note: This screen is optional! You still can sign and submit an approved Annual Performance Plan for each team member *individually* as shown on page 22.

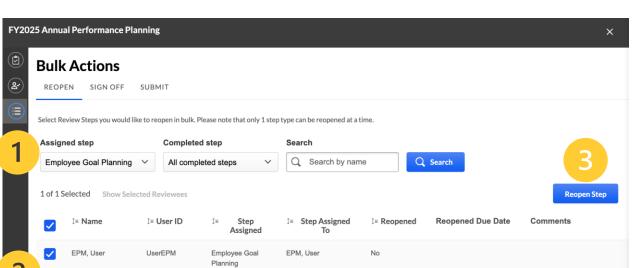


Approving Annual Performance Plans:

Bulk Actions Screen: Reopen

to Return Annual Performance Plan/s and Request Change/s

Showing 1-1 of 1





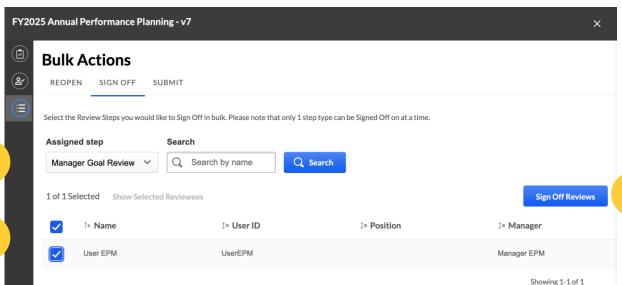
Bulk Action drop-down list options:

- Assigned Step: There were two assigned steps in the Annual Performance Plan. All team members listed will have submitted their "Employee Goal Planning" for input/approval.
- Completed Step: Distinguishes between team members who have submitted all goals for input/approval vs. those working on changes requested to their Annual Performance Plan with "reopened steps".

Note: If the team member's name is not displaying but they did submit their Annual Performance Plan for approval, make sure to expand the drop-down lists on the above options. Depending on where they are in the process, they may not display at first.

To Reopen a Task:

- From the assigned step dropdown, select Employee Goal Planning.
- Click the checkbox next to each team member's name.
- 3. Click **Reopen Step**, add comments about the change requested, then click Reopen Step once more. The team member will receive an email as well as see their task in their "Your Tasks" area of the Home Page.



There are two steps to approve Annual Performance Plans: Sign Off + Submit.

Signing Annual Performance Plan/s in Bulk Actions enables you to share approval for multiple team members at once.

Leaders must first review each team member/s performance and development goals first, then:

- From the assigned step dropdown, select Manager Goal Review.
- 2. Click the checkbox next to each team member's name.

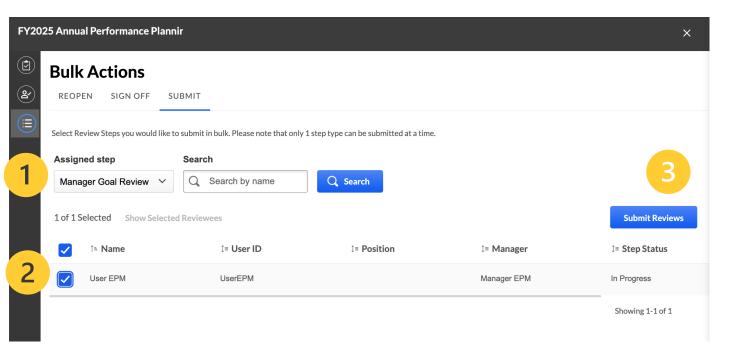
Note: If a team member's name does not appear, it may be that their Annual Performance Plan has already been signed.

To confirm, use the options listed on page 15 to locate & open their Annual Performance Plan. Confirm your signature is present on the Acknowledgement page.

3. Click **Sign Off Reviews** when complete.







The last step to approve multiple Annual Performance Plans at once is to "submit" final approval.

- 1. From the assigned step dropdown, select **Manager Goal Review.**
- 2. Click the checkbox next to each team member's name.

Note: If a team member's name is not selected, it will not be approved in Cornerstone.

3. Click Submit Reviews.