Core Beliefs and What’s Changing

**Performance Excellence Annual Plan**

### Core Beliefs

- Northwestern staff members want to **grow** and **feel engaged** in their careers here.
- Staff members and their supervisors are **mutually accountable** for performance and growth.
  - Staff members are primarily accountable for their learning, performance, and career.
  - Supervisors inspire, guide, and help remove the barriers that stand in the way of learning, performance, and fulfillment.
- In promoting growth, we will make Northwestern an even stronger institution and **a destination of choice for talented people**.

### What’s Changing

- Fewer, more meaningful goals focused on outcomes achieved and the positive impact created. New goal structure is **SIMple** goals: Specific, Important, Meaningful.
- Change focus from completing a form to having ongoing performance conversations. Coaching and feedback throughout the year is key to Performance Excellence, so that the end of year performance discussion is a re-cap of conversations that have already occurred.
- Fewer, more inspirational values shared by staff, faculty, and students. While individual behaviors will not be rated at end of year, supervisors and staff should keep Northwestern values and associated behaviors in mind, incorporating them into feedback and coaching conversations.
- Fewer rating levels. Rating levels will be reduced and given descriptive labels rather than numbers. The rating system is intended to motivate growth, help people know where they stand, and recognize high performers.
- Online experience in myHR Learn. Many aspects of Performance Excellence will be conducted through myHR Learn, including goal setting, editing goals and tracking progress, registering for learning and development opportunities, end of year self-review, and supervisor review and rating.