



for staff or supervisors

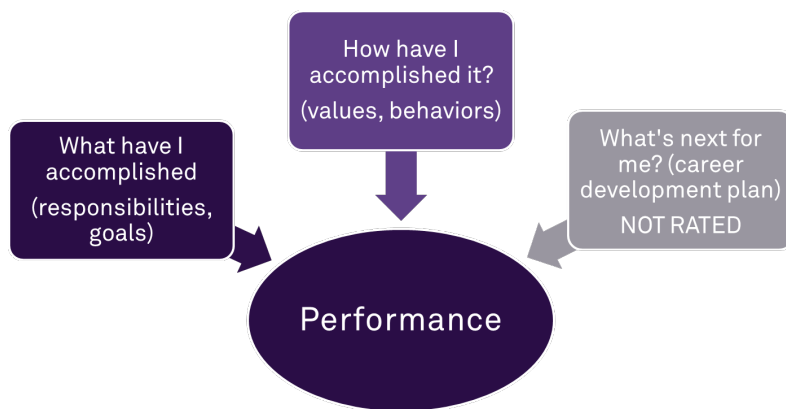
Values and Behavior Descriptions

Performance Excellence Job Aid

This job aid outlines Northwestern's values and the behaviors one might see or experience when a staff member is incorporating the values into their work. It also describes the role of values and behaviors in Performance Excellence.

What is performance?

Performance is a combination of what you do and how you do it. At Northwestern, the "how" of ideal performance is built on our values and behaviors. Use these values and behaviors for reference as you go about your own work, write your self-review, and review staff members.



Values and behaviors

We strive for **Excellence**, taking pride in what we do. This looks like:

- Taking ownership and doing what is needed without having to be asked.
- Taking responsibility for outcomes, even when things don't turn out right.
- Bringing forward options and solutions, not just identifying problems.
- Doing what you say you will do, when you say you will do it, working through circumstances with determination.
- Producing quality work that is both accurate and insightful.
- Providing valuable and helpful service to customers, making things easier for them.
- Working efficiently, and using University resources responsibly.
- Being a good steward, always working toward a better and more sustainable future.

We learn through **Discovery**, growing all the time. This looks like:

- Developing your professional skills, being curious and willing to learn.
- Generating ideas and finding new ways to contribute.
- Making improvements to the way work gets done, even when things may not be your direct responsibility.
- Being open to and soliciting feedback, and applying that learning to the way you work.

We engage in **Collaboration**, achieving success together. This looks like:

- Building strong working relationships and a positive work environment.
- Keeping others informed and involved.
- Finding and using the strengths of others, across the University.
- Being a great team member, pulling your weight and making space for others to shine.
- Recognizing the contributions of others.
- Helping others develop through candid and constructive feedback.

We embrace our **Diversity**, fostering belonging in an inclusive community. This looks like:

- Engaging genuinely and respectfully with everyone, making Northwestern a welcoming community for all.
- Using thoughtful language when interacting with others, being mindful of our impact.
- Being open to everyone's perspectives and experiences, even when different from our own.
- Recognizing our own biases, apologizing when we engage in biased behavior, and striving to do better moving forward. Thoughtfully stepping forward where we see bias taking place, offering support and intervention that centers the desires of those most affected.
- Holding ourselves accountable for ensuring accessibility, while disrupting barriers, in programming, policies, and practices.
- Prioritizing equity in hiring and professional development.
- Promoting opportunities to improve the health, safety, and well-being of marginalized communities.

We act with **Integrity**, building safety and trust. This looks like:

- Acting ethically, and seeking guidance when the ethics of a situation are not clear.
- Being transparent, open, and honest.
- Holding others accountable for unethical behavior.
- Acting with University's best interest at heart.
- Honoring University policies and regulatory requirements.
- Doing whatever is necessary to create a safe environment for all. Going beyond minimal standards to assure the intentions of our initiatives are realized.

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Access additional tools and resources: perform.northwestern.edu

Help: For policy and process questions, contact your unit's HR Administrator.
For technical support: 847-491-4357 (1-HELP) or consultant@northwestern.edu