



Auburn University Human Resources

# Observed Behaviors

It's not just meeting the expectations of a job. It's about **HOW** the job is performed.

Job duties and responsibilities are important in establishing performance expectations and reviews. But it's not just meeting the expectations of a job. It's about how the job is performed.

## Behaviors matter.

They help distinguish between exceptional performance, unsatisfactory performance, and everything in between.

Behaviors, when discussed between supervisor and employee, significantly add to the likelihood of successful performance outcomes. Identifying the right behaviors while planning, observing them throughout the year, and adding them to the Performance Review Form provides clarity and direction to both employee and supervisor.

In 2019, the 31 behaviors found at [aub.ie/observedbehaviors](http://aub.ie/observedbehaviors) replaced the Universal Performance Dimensions and Job Specific Competencies from past review forms. Just like the 4-point scale, the Universal Performance Dimensions are no longer in use. These behaviors integrate what was observed which contributed to the employee's resulting performance for a specific job duty, responsibility, or position goal.

The reference tool on the website not only defines observed behaviors, it shows examples of what would and should be seen in ratings of (1) Unacceptable, (2) Marginal, (3) Meets Expectations, (4) Exceeds Expectations, and (5) Exemplary.

Click on one of the 31 behaviors to find definitions and examples of observed behaviors by varying performance levels.

The examples can be copied and pasted into the Performance Review Form. It's easy.

## Here's an example.

Teamwork may be a behavior that is valued in your department.



Make sure your employees know that Teamwork is an important behavior and expectation during the Planning Phase of the performance year.



As the year progresses, observe your employees. Are they being team players? Are they supporting fellow teammates and keeping to team agreements?



Provide feedback throughout the year on ways they can improve or praise when they display the expected behavior.



At the end of the year, use the Observed Behaviors tool at [aub.ie/observedbehaviors](http://aub.ie/observedbehaviors) to copy and paste the example that best matches the employee's behavior and rating throughout the year into the Performance Review Form.

For more information, contact us at [autrain@auburn.edu](mailto:autrain@auburn.edu) or at [aub.ie/performance](http://aub.ie/performance).



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