

V. Initiative and Self-Direction: *Exercises initiative and self-direction in the workplace.*

Measurement Criterion	Preliminary Checklist	Core Actions	Level One Novice	Level Two Approaching Proficiency	Level Three Proficiency	Level Four Expert/Leader
V.A. FUNCTIONS INDEPENDENTLY WITHIN THE ORGANIZATIONAL STRUCTURE.	V.A.P. ✓ Cleans up at end of day/maintains work environment. ✓ Insures that all safety checks are complete. ✓ Documents actions performed, e.g., nurse changing shifts, auto mechanic.	V.A.-.a. Performs necessary tasks	V.A.1.a. Performs job assignments independently.	V.A.2.a. Volunteers for additional work assignments.	V.A.3.a. Performs unassigned tasks needed to complete the work within boundaries defined by employer.	V.A.4.a. Engages in activities for good of organization outside scope of practice, e.g., organizes community service events.
		V.A.-.b. Strives to improve personal delivery of services	V.A.1.b. Meets organizational goal for customer satisfaction, e.g., greets customers.	V.A.2.b. Offers additional service to customers.	V.A.3.b. Adjusts delivery of service based on customer feedback.	V.A.4.b. Proposes new policies to improve customer satisfaction rating.
		V.A.-.c. Improves personal performance/ behaviors continuously	V.A.1.c. Demonstrates focus and drive for results.	V.A.2.c. Monitors personal performance and behaviors in the workplace.	V.A.3.c. Adjusts personal performance and behaviors to meet work requirements and for continuous improvement.	V.A.4.c. Seeks 360 degree input, e.g., performance feedback from supervisors, colleagues, customers.
V.B. ADAPTS TO CHANGING CONDITIONS AND EXPECTATIONS IN THE ORGANIZATION.		V.B.-.a. Adjusts to change	V.B.1.a. Identifies impact of changed conditions on personal job.	V.B.2.a. Maintains focus on positive benefits of change rather than the change itself.	V.B.3.a. Aligns personal behavior and job performance to changed conditions.	V.B.4.a. Assesses the effect of organizational change on personal and professional values.
		V.B.-.b. Cooperates respectfully with colleagues	V.B.1.b. Acknowledges that changing work conditions affect self and others.	V.B.2.b. Treats colleagues with respect under stressful conditions.	V.B.3.b. Fosters an environment of collaboration/cooperation within the organization during times of change.	V.B.4.b. Recommends strategies for reducing workplace stress during times of change.
		V.B.-.c. Maintains productivity	V.B.1.c. Identifies resources and tools necessary to meet changed conditions.	V.B.2.c. Completes training in order to meet new conditions.	V.B.3.c. Maintains productivity in times of organizational uncertainty.	V.B.4.c. Evaluates external changes for potential impact on the organization.
V.C. PURSUES CAREER ADVANCEMENT OPPORTUNITIES WITHIN AN ORGANIZATION OR FIELD.		V.C.-.a. Articulates requirements for job openings	V.C.1.a. Tracks job openings.	V.C.2.a. Compares job openings.	V.C.3.a. Evaluates conditions/parameters of job openings.	V.C.4.a. Composes job descriptions.

V. Initiative and Self-Direction: *Exercises initiative and self-direction in the workplace.*

Measurement Criterion	Preliminary Checklist	Core Actions	Level One Novice	Level Two Approaching Proficiency	Level Three Proficiency	Level Four Expert/Leader
V.C. PURSUES CAREER ADVANCEMENT OPPORTUNITIES WITHIN AN ORGANIZATION OR FIELD (CONTINUED).		V.C.-.b. Prepares for career advancement	V.C.1.b. Conducts self-assessment of knowledge, skills, and behaviors in relation to long-term career goals.	V.C.2.b. Develops a learning plan aligned to career advancement goals.	V.C.3.b. Pursues job openings within organization or field that align with career goals when applicable.	V.C.4.b. Adjusts career goals to meet changing interests and opportunities.
		V.C.-.c. Pursues formal learning opportunities	V.C.1.c. Enrolls in trainings that are aligned to organizational goals, both web-based and on site.	V.C.2.c. Participates in organizational programs for career advancement, e.g., tuition benefit assistance.	V.C.3.c. Obtains additional certifications where available.	V.C.4.c. Persists to achieve career goals, e.g., builds resume, continues education.
		V.C.-.d. Builds learning relationships	V.C.1.d. Seeks mentors and role models for career guidance.	V.C.2.d. Shares information and informal learning opportunities in the workplace with colleagues.	V.C.3.d. Builds learning relationships with colleagues and fellow workers in the field.	V.C.4.d. Requests expert assistance from colleagues.
		V.C.-.e. Applies new resources	V.C.1.e. Familiarizes oneself with new resources, e.g., learns to operate new equipment, trains on new software.	V.C.2.e. Demonstrates skill development with new resources.	V.C.3.e. Masters new resources to promote self in organization.	V.C.4.e. Develops new resources.
V.D. GENERATES INNOVATIVE IDEAS, METHODS, OR DEVICES CONTRIBUTING TO ORGANIZATIONAL RESOURCES AND GOALS.		V.D.-.a. Innovates to improve productivity	V.D.1.a. Asks questions of supervisor to clarify assignments.	V.D.2.a. Investigates alternative resources to complete assignment, e.g., internet, industry journals.	V.D.3.a. Connects new ideas to the work at hand within parameters/ approvals set by organization.	V.D.4.a. Develops a plan to increase productivity based on research, e.g., analysis of organizational data.
		V.D.-.b. Recommends improvements on processes, products, services	V.D.1.b. Examines rationale for methods and devices used in the workplace.	V.D.2.b. Identifies problems and inefficiencies in the workplace.	V.D.3.b. Recommends ways to complete a process, improve products and services, e.g., timesaving, cost-effective, less labor intensive.	V.D.4.b. Diagnoses needs of organization, e.g., operational assessment.

V. Initiative and Self-Direction: *Exercises initiative and self-direction in the workplace.*

Measurement Criterion	Preliminary Checklist	Core Actions	Level One Novice	Level Two Approaching Proficiency	Level Three Proficiency	Level Four Expert/Leader
V.D. GENERATES INNOVATIVE IDEAS, METHODS, OR DEVICES CONTRIBUTING TO ORGANIZATIONAL RESOURCES AND GOALS (CONTINUED).		V.D.-.c. Uses technology to increase productivity/profits	V.D.1.c. Investigates resources or opportunities using technology tools and software applications.	V.D.2.c. Experiments with tools, processes, or ideas uncovered from research in order to solve a problem.	V.D.3.c. Applies evidence drawn from technology to support or improve methods.	V.D.4.c. Produces information that results in increased assets, e.g., intellectual property, devices, products, processes, or methods.
V.E. EXERCISES LEADERSHIP IN THE WORKPLACE.		V.E.-.a. Engages individual strengths	V.E.1.a. Articulates how strengths of self and others contribute to the organization.	V.E.2.a. Draws upon the strengths of self and others to accomplish work.	V.E.3.a. Inspires team and colleagues to accomplish the work.	V.E.4.a. Mentors others.
		V.E.-.b. Manages work plans	V.E.1.b. Prioritizes tasks and activities.	V.E.2.b. Creates a work plan that identifies roles, tasks, timeline.	V.E.3.b. Implements a work plan.	V.E.4.b. Develops strategic and tactical plans.
		V.E.-.c. Plans for unanticipated challenges	V.E.1.c. Articulates requirements for workflow.	V.E.2.c. Plans for anticipated interruptions to one's workflow, e.g., plans for vacations, holidays; identifies resources available to fill gaps in workflow.	V.E.3.c. Plans for unanticipated changes to workflow, e.g., family sick leave, maternity leave, issues with tools, people.	V.E.4.c. Monitors business flow to ensure planned outcomes.
		V.E.-.d. Pursues workplace solutions/ improvements	V.E.1.d. Identifies problems and inefficiencies in the workplace.	V.E.2.d. Proposes solutions and improvements.	V.E.3.d. Recommends more effective ways to complete a process, e.g., an improvement plan.	V.E.4.d. Leads implementation of improvement plan and/or processes.