

Initiative – Determining what needs to be done and acting on it.

Level	Demonstrated Behavior	Associated Skills	Example
Level I <i>Basic Experience</i>	Does more than required for the job with no prompting.	Proactive Self-Starting	Lucas takes pride in his role and makes every effort to improve his effectiveness to the department. Rather than stand back and wait for someone to give him something to do, Lucas looks for opportunities to learn new things and be helpful to the team, no matter what the job.
Level II <i>Practical Application</i>	Does more than is required and anticipates ways to make improvements to the job or department.	Proactive Self-Starting	Sadie was scheduled to work Saturday but had a conflict. She did not want the office to be at a deficit so before letting the department know of the conflict, she reached out to her fellow Interns and found someone to cover her shift. In addition, Sadie created and shared a list of contacts to call when students were unable to work.
Level III <i>Advanced Application</i>	Thinks as a team member, shares ideas, and contributes to the process. Digs beneath the surface to understand full picture and take appropriate action.	Collaboration Proactive Problem Solving Self-Starting	Brad’s team was at a crossroads about what the next steps should be in the project. Brad understood there were differing views in the group. Before he spoke to the supervisor, he brainstormed possible next steps with the team and identified some solutions that would move the team toward their overall goal. Brad summarized the results and presented to the department.
Level IV <i>Subject Area Expertise and Application</i>	Thinks as a team member, shares ideas, and contributes to the process. Digs beneath the surface to understand full picture and take appropriate action. Anticipates possible solutions or opportunities to prepare for the future.	Collaboration Innovative Creativity Leadership Foresight Problem Solving	Raine anticipated upcoming events on campus and started drafting communication plans well before the requests were made. When requests did come in, she had suggested communication campaign strategies ready for the customer. She researched media information and offered the customers a varied approach to their media delivery. She was able to keep the department ahead of schedule while improving quality of work.
Level V <i>Mastery and Extensive Application</i>	Thinks as a team member, shares ideas, and contributes to the process. Digs beneath the surface to understand full picture and take appropriate action. Anticipates possible solutions or opportunities to prepare for the future. Mentor and coach others to build collaboration and teamwork.	Collaboration Innovative Creativity Leadership Foresight Problem Solving	In Juan’s time in the department, he had overseen many projects and understood the department processes. Knowing graduation was coming shortly, Juan took it upon himself to create a resource library to outline past work on projects, ongoing work and what he anticipated would be required in the following year. He mentored several team members to share his knowledge and expertise.