

2021 Preceptor & Host Site Guide



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Introduction

To Our Members

Welcome to the LeadingAge Summer Enrichment Program, an internship program in the field of aging designed to promote diversity, equity, and inclusion.

The goal of this internship program is to provide opportunities for students to gain exposure to, and leadership opportunities in, older adult services while increasing diversity in leadership within LeadingAge member communities. Your role is to help the Summer Enrichment Program Intern advance in our field by providing mentors and meaningful work, while helping them access a professional network that will reduce barriers to leadership roles within the field of aging.

LeadingAge Summer Enrichment Program Host Site Commitment

During the Summer Enrichment Program, the host site is expected to adopt good internship practices by providing the following:

- A preceptor who will provide guidance to the intern and meet with the intern weekly and as needed.
- A summer project(s) that will benefit the organization and culminate with a special presentation to key leaders.
- Access to high-level executives and insight on the decision-making process within the organization. This must include:
 - A meeting with president/CEO and intern (virtual or otherwise)
 - Attendance/participation in department, staff, and board meetings
 - Mentoring opportunities with key leaders within the organization
- Access to a workspace (computer, phone, and temporary email address as needed) and an employee orientation for the intern.
- Time for the intern and the preceptor to attend the LeadingAge Summer Enrichment Program events, including:
 - Summer Enrichment Program - Networking event for Interns
 - Summer Enrichment Program - Networking event for Preceptors
- A formal performance feedback upon completion of the internship.

These expectations are intentionally designed as a broad rubric that enables the host site to design an internship to meet the interests of the intern and the organization. We have provided resources in this toolkit to guide each host site in designing their internship program.

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What is an Internship?

Why an Internship Program?

The field of aging lacks diversity amongst its leaders. It is on us, the LeadingAge family, to encourage and accelerate diverse leadership teams in our field.

It is widely acknowledged that diverse and inclusive leadership is good for an organization. According to a March 2019 Harvard Business Review article (“Why Inclusive Leaders Are Good for Organizations, and How to Become One”), teams with inclusive leaders are 17% more likely to report that they are high performing, 20% more likely to say they make high-quality decisions, and 29% more likely to report behaving collaboratively. What’s more, we found that a 10% improvement in perceptions of inclusion increases work attendance by almost one day a year per employee, reducing the cost of absenteeism.”

Participation in the Summer Enrichment Program sends an important message that your organization and community is committed to diversity, inclusion, and equality. At the same time, it gives students, from all backgrounds, exposure to the rewarding field of aging services. The Summer Enrichment Program will shape future leaders by exposing future talent to the field of aging and helping to develop and mentor a diverse workforce bound for leadership roles.

We have an opportunity to educate these students in the career opportunities in aging services. Creating strong partnerships with institutions of higher education is a win-win-win initiative. Attracting students to consider aging services as a legitimate career choice will assist members to address current and future workforce challenges. Colleges and universities will be able to offer their students experiences that cannot be obtained in the classroom, and students will be introduced to the rewarding and lucrative opportunities that exist in the aging services field.

What is an Internship?

Internships are defined by the National Association of Colleges and Employers (NACE) as: “a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.”

An Internship is not...

- A volunteer program
- A clinical nursing rotation program
- Office work
- Access to unpaid labor
- To replace paid employees

Internship Program Benefits

For Students	For the Organization
Advances learning	Brings expertise into the organization that might otherwise not exist
Allows applied learning	Recruitment: a talent pipeline
Exposure to the wisdom of older adults	Purposeful intergenerational opportunities for residents, clients, and older adults
Access to professional networking and employment opportunities	Fulfills mission to serve the community
Opportunity to make a positive impact	Opportunities to execute creative projects that otherwise might not occur
Engagement with residents, clients and older adults	Assists the organization in applying the latest strategies and techniques
Experience and understanding regarding the physical, psychological, and cognitive aspects of aging	Provides professional development for the organization's leaders
Real life experience and resume building	Students can recruit others to the organization
	Increases exposure, awareness in surrounding community, and good PR

Core Standards for a Quality Internship Program

The National Association of Colleges and Employers (NACE) offers the following guidelines as requirements for effective and legitimate internship programs:

1. The experience must be an extension of the classroom.
2. The skills or knowledge learned in the internship must be transferable to other employment settings.
3. There are clearly defined learning objectives/goals related to the professional goals of the student's academic coursework.
4. There is supervision by a professional with expertise and educational and/or professional background in the field of the experience. Specific internship projects and initiatives should be largely based on the availability of a preceptor that will create the right environment for an intern. A skilled and qualified preceptor with time and interest is essential for a successful internship experience.
5. There is routine feedback by the experienced supervisor.
6. There are resources, equipment, and facilities provided by the host employer that support learning objectives/goals.
7. The experience has a defined beginning and end, and a job description with desired qualifications.

Types of Internships

Internships come in many shapes and sizes. Often, internship types are based on timing. Here are some types to think about:

- Summer: Traditional full-time students in undergraduate or graduate programs maintain a full course load during the fall and spring semesters (September - May). During June and July, these traditional students supplement their classroom experience with field experience via internships. These internships are typically:
 - Paid
 - 8-10 weeks long
 - Full-time: 40 hours per week
 - Filled via a competitive recruitment process beginning in the fall prior to the internship summer program.
- Winter: Traditional full-time students often have four-week winter breaks. During these breaks, students often obtain further experience. These internships are typically:
 - Paid or unpaid
 - Shadowing or project-based
 - Short-term: 1-3 weeks
 - Less formal and competitive
- Semester: Higher education values field experience and has increasingly built requirements for field experience into curricula. These experiences are often called

internships or practicums. Recruitment often relies upon relationships between organizations and local universities. These internships are typically:

- Paid or unpaid
- For credit (requiring the supervisor to report to the university)
- Part-time: 8-16 hours per week
- Project-based (often the intern will present a project they completed during their internship)
- 12-14 weeks
- Less competitive to obtain

Legal Compliance

The Department of Labor protects interns from performing unpaid work that is primarily for the benefit of the employer. If it is apparent that the employer gains an immediate benefit from activities of the student, or if the intern displaces regular employees, the student will be considered an employee under the Fair Labor Standards Act. [Fact sheet #71 from the U.S. Department of Labor Wage and Hour Division](#) outlines criteria to determine whether an intern or student is, in fact, an employee under the Fair Labor Standards Act.


It is incumbent upon the employer to determine that an internship program satisfies every element of the test. It is recommended that you have legal counsel review your program structure and documents.

Key Factors that Influence the Intern Experience

Key findings based on research conducted by the Scott Resource Group reveals that the three most impactful unmet expectations of student interns were:

1. Being challenged
2. Having enough meaningful work to remain busy
3. Having a prepared supervisor

However, across all internship disciplines included in the study, all reported that expectations were exceeded in working with people they liked and respected.



Skillfully Host a Summer Enrichment Program Intern

Summer Enrichment Program Internship Requirements

During the Summer Enrichment Program, the host site is expected to adopt good internship practices by providing the following:

- A preceptor who will provide guidance to the intern and meet with the intern weekly and as needed.
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- Access to high-level executives and insight on the decision-making process within the organization. This must include:
 - A meeting with president/CEO and intern (virtual or otherwise).
 - Attendance/participation in department, staff, and board meetings.
 - Mentoring opportunities with key leaders within the organization.
- Access to a workspace (computer, phone, and temporary email address as needed) and an employee orientation for the intern.
- Time for the intern and the preceptor to attend the LeadingAge Summer Enrichment Program events, including:
 - Summer Enrichment Program - Networking events for interns.
 - Summer Enrichment Program - Networking events for preceptors.
- A formal performance feedback upon completion of the internship.

These expectations are intentionally designed as a broad rubric that enables the host site to design an internship to meet the interests of the intern and the organization's interest. We have provided resources in this tool kit to guide each host site in designing their internship program.

Best Practices for Successful Internships

- Develop strong leadership relationships with key higher education personnel.
- Speak to university classes to recruit interest.
- Focus student application on personal skills and talents and find different ways the student can impact the organization.
- Have current intern(s) interview future intern(s).
- Create supplemental projects (like reading assignments) for students during down time.
- Introduce students to other organizations with field trips.
- Have a strong internship program presence on your website and the LeadingAge website.
- Have students submit weekly reflections to their mentor which is a good way to monitor intern satisfaction and areas for improvement.
- Have an internship buddy.

Communication Plan to Stakeholders

It will be important for all stakeholders to have the opportunity to hear about the program and offer questions, concerns, or comments. Specific communication pieces that focus on the ways their work and lives may interact with interns should be developed for each stakeholder segment.

- Residents/clients will be interested to hear about safety and security measures that will be in place.
- Employees need to know how the organization differentiates an intern from an employee.
- Family members will be interested to hear the benefits to their loved one having an intern on-site. What kinds of new programs and interactions can be expected?

Mentorship

The intern should be paired with at least three mentors, including the preceptor and CEO. The mentors should carve out time each week to engage with the intern, which can range from taking them to meetings/events and debriefing or sharing their wisdom over coffee or lunch. If the organization is small, it can recruit executives from the community at large to fill a mentorship role.

Preceptor

Identifying a high-performing leader to serve as a **preceptor** is an important way to inspire the next generation of leaders. It's also an important leadership role. A **preceptor** is an experienced leader who provides supervision and mentorship for an intern. The preceptor is the point person for the intern and facilitates the application of theory to practice for interns. An effective preceptor must be capable of:

- Assessing learning needs and setting goals.
- Developing and implementing learning plans.
- Teaching and promoting critical thinking and problem solving.
- Providing constructive feedback and coaching.
- Role-modeling leadership skills.
- Applying effective communication, interpersonal, and conflict management skills to foster collaboration and customer satisfaction.
- Facilitating social interaction and acclimatization to the organization's culture.

Preceptors can receive training via a variety of resources such as this one:

- <https://www.nabweb.org/preceptortraining>

Internship Format

There are a variety of internship formats. Two common formats are **operation rotation-based** and **project-based**. Designing a hybrid version of these two formats is also possible.

- **Operation rotation-based** formats provide an overview of an organization's operations. The intern spends a defined period of time in a multitude of departments, observing and participating as appropriate to translate academic theory into practice. Smaller projects may be undertaken by the intern during each rotation.
- **Project-based** formats enable the intern and the preceptor to determine the appropriate project portfolio through a concentration option that ensures a learning environment.

Sample Intern Activities

Meetings:

- Executive-level meetings
- Board meetings
- Leadership retreats
- Travel to corporate office, where applicable
- Organization-wide activities (e.g., Alzheimer's Association Events)
- Departmental visits (e.g., dietary, human resources, etc.)

Clinical Activities:

- Nursing department meetings
- Shadow the director of nursing
- Shadow the admissions nurse
- Meet with the medical director
- Physician rounds

Other Enrichment Experiences:

- Site visits at other local aging services organizations
- Local association-related events (professional development, networking, etc.)
- Visits to state legislature and/or city council meetings on key topics related to aging services

Sample Intern Schedule

Despite the format chosen, ideally, an intern will have an opportunity to participate in or observe high-level discussions regarding strategic and operational issues and gain exposure to governance. Below is an outlined suggested activity guide for a 10-week internship focused on leadership development. A detailed sample 10-week schedule has been provided in the Appendix.

Schedule:

First 2 weeks

- Orientation to the organization in general (what you do, how you do it, and organizational culture).
- Spend time shadowing leaders of corporate departments (finance, marketing, HR, legal and risk, facility development, advocacy, and fund development).
- Spend time with executive directors/administrators across the levels of care to gain an understanding of what day-to-day operations are like.

Ongoing

- Attend external meetings with leaders, especially the CEO, to see how the organization interfaces with the greater communities that it serves.
- Attend staff meetings at both corporate office and senior living communities.
- Attend any finance or budget meetings.
- Attend meetings with external stakeholders/partners.
- Attend staff trainings.
- Attend a board and board committee meeting.
- Assist in preparing for a board meeting.
- Assist on fund development campaigns/grants/events.
- Assist with marketing events.
- Be involved in the hiring process from recruitment to onboarding.
- Engage with residents and resident families.
- Ongoing deliverables.
- Weekly reflection submitted to mentor to monitor satisfaction and highlight areas for improvement.
- Documentation of lessons learned.
- Intern should complete the project deliverables.

Last 2 weeks

- Intern should write a comprehensive narrative on their experience.
- Intern should present to executives and board members (if possible) on their project and experience of the summer.
- Evaluation of the experience from the staff and intern.

The Project

A key element of a meaningful internship is developing an area of focus and completing a special project. Interns should work alongside leaders on a project for the organization.

The organization will think about projects that they have or would like to work on over the upcoming spring and summer. The project should be something tangible, finite, and have outcomes that the intern can contribute toward. The intern can work on a project alone or work on a component of a project.

The project should not be anything confidential, so that the intern can share the results on a resume or portfolio to help them obtain employment after graduation. The scope of the internship should be organization-wide, and the intern should have maximum exposure to the entire organization. However, the project may be based in one corporate department or at a senior living community.

Examples:

- New marketing campaigns
- Large events
- Physical expansion projects or renovations
- Partnership development with community organizations or universities
- Compliance projects
- Audits
- Business Development with new products/programs or services lines
- Introduce new technology
- Process improvements or process development
- Policy development or revisions
- Advocacy efforts
- Developing new training
- Analyzing new benefits packages
- Communication (blogs, social media, annual reports)

Tasks that interns can do to support or complete projects:

- Research
- Documentation
- Survey development or analysis
- Creating efficient processes and procedures
- Creating tools to support projects
- Data analysis
- Content creation
- Graphic design work
- Event planning
- Public speaking
- Writing proposals
- Making follow-up calls
- Developing and implementing a new program
- Interviews with residents and resident families
- Planning and facilitating large scale meetings
- Budget planning and development
- Making sure documents and files are in good shape for compliance and audits



Concluding the SEP Internship

Intern Evaluation

Ending the internship skillfully is important to a positive experience for interns. A formal performance feedback upon completion of the internship is a necessary commitment of every Summer Enrichment Program Host Site.

A sample intern evaluation is included in the resources section of this toolkit. Utilize this sample evaluation tool or another tool and meet with the intern at the end of the internship. Make sure to include both positive contributions and areas for growth.

Project Presentation

At the conclusion of the internship, the intern should present the results of their project and experience to the leadership team. This provides the intern an invaluable presentation experience. It also allows the intern to reflect upon their internship experience, work, and goals in preparation for their presentation.

Intern Recognition

As the internship comes to an end it is important to recognize the intern's contributions to your organization. This leaves the intern with a positive impression of your organization and helps to build your reputation within colleges and universities. Ideals for recognition include:

- Simple celebration with leadership team.
- Take the intern to lunch.
- Notify all staff of the intern's last day.
- Thank-you gift (organization branded material, picture of intern on the job, etc.).
- Offer to write recommendations or provide endorsements on LinkedIn if appropriate.
- Let the intern know of job opportunities within or outside of the organization.
- Post a public recognition on the organization's social media channels.

Stay Connected

A former intern can help build brand awareness on college and university campuses. Before your intern leaves to return to school, make sure to obtain the following information:

- Intern's Email Address - Whatever is best to contact them.
- Faculty Email Address - Find out what faculty members are influential in connecting students with future internship opportunities. Ask the intern to introduce you to this faculty member.
- Encourage the intern to sign up for the complimentary LeadingAge Student Membership to stay abreast of updates in the field.



Resources

Sample 10-Week Schedule

Week 1:

- Complete human resources paperwork, orientation, and mandatory training.
- The preceptor and the intern 1:1 meeting to discuss organizational priorities, initiatives, and expectations for the internship.
- The intern attends general senior management and departmental meetings.
- Schedule introductory meetings with the management team and key staff members.
- Select a potential special project for your intern. (Once you get to know your intern better, you may select a different project at a later time.)
- Review important events and meetings that the intern should put on their calendar.

Week 2:

- Second 1:1 meeting to review personal goals and align with special project opportunities.
- Review list of additional activities at host site and review upcoming scheduled events.
- Discuss any potential challenges and barriers.
- Review special project proposals, deliverables, key metrics, timeline, key resources, potential challenges and barriers, etc.
- Identify other aging services organizations in the area that the intern may visit and reach out to contacts to schedule site visits for the intern.

Week 3:

- Bi-weekly meetings with the intern to review projects, clarify deliverables, key metrics, timeline, key resources, potential challenges and barriers, etc.
- Schedule visit to other aging services systems in the area. Attend, if possible.
- Schedule and begin additional activities at the host site.
- The intern attends management and departmental meetings and individual meetings with key staff members and leaders.

Week 4:

- Continue with special project meetings to review progress.
- Continue with local visits at other aging services organizations.
- Continue bi-weekly meetings to discuss challenges and barriers.
- Continue management and departmental meetings and individual meetings with the management team and other key staff members.

Week 5:

- Continue with local visits at other aging services organizations.
- Continue special project meetings.
- Continue bi-weekly meetings between the preceptor and the intern.
- The intern attends management and departmental meetings and individual meetings with key staff members and leaders.

Week 6-9

- Mid-internship review with the intern to discuss performance to date and identify any additional opportunities for professional development.
- Continue special project meetings and begin wrap-up analysis and/or recommendations.
- Schedule final meetings and/or lunches between the intern and members of the team.
- Schedule an open meeting for the intern to present special project to organization.
- Advise the intern on post-internship job search by reviewing resume and identifying a goal and purpose in their career.

Week 10

- Continue with final meetings and/or lunches with members of the team to resolve any outstanding issues.
- Schedule final feedback meeting with team and the intern.
- The intern presents a summary of the special project at an open meeting with staff.

Host Site Commitment and Expectations Form

Host Site Commitment and Expectations Form

The Host Site Commitment and Expectations has been developed by LeadingAge and its members to advance the role, availability, and quality of internships in aging services.

LeadingAge Commitment

LeadingAge will support members participating in the Summer Enrichment Program by:

1. Providing templates, resources, sample curriculum, and education to assist with the design and implementation of an internship program
2. Recruiting student interns by providing:
 - Complimentary member booth at the virtual internship career fair at the 2020 LeadingAge Annual Meeting
 - Complimentary internship postings on the LeadingAge Career Center
 - Promotion of the Summer Enrichment Program to students at universities across the country
3. Offering professional development, networking, and training benefits for students and preceptors
4. Offering Diversity, Equity, and Inclusion training for host organizations
5. Providing complimentary student registrations for all Summer Enrichment Program interns for the 2021 LeadingAge Annual Meeting

Host Site Commitment and Expectations

During the Summer Enrichment Program the host site is expected to adopt good internship practices by providing the following:

1. Adequate opportunity to review and apply for internships by posting opportunity no later than December 1, 2020 and requiring application deadlines no earlier than January 1, 2021.
2. A preceptor that will provide guidance to the intern and meet with the intern weekly and as needed
3. A summer project(s) that will benefit the organization and culminating with a special project presentation to key leaders
4. Access to high-level executives and insight on the decision-making process within the organization. This must include:
 - A meeting with President/CEO and intern (virtual or otherwise)
 - Attendance/participation in department, staff and board meetings
 - Mentoring opportunities with key leaders within the organization
5. Access to a workspace (computer, phone and temporary email address as needed) and an employee orientation for the intern
6. Time for the intern and preceptor to attend the LeadingAge Summer Enrichment Program events including:
 - Summer Enrichment Program - Networking event for Interns
 - Summer Enrichment Program - Networking event for Preceptors
7. A formal performance feedback upon completion of the internship

After the Summer Enrichment Program the host site is expected to:

1. Complete a Summer Enrichment Program evaluation to assist LeadingAge in evaluating the program.

2. Attend the Summer Enrichment Program virtual graduation event

Sample Job Description – Page 1

This sample job description should be edited and adapted by each internship host site to meet the needs and requirements of the organization

Job Title: Intern – (LeadingAge Summer Enrichment Program Internship)

Internship Description: The LeadingAge Summer Enrichment Program is a 10-week immersive internship for students who are enrolled in undergraduate or graduate programs. The internship at *host site name* will focus on *to be determined by host site and to develop* diverse leadership for the future of aging services.

Reporting Structure: The intern will report to *to be determined by host site*

Organizational Description:
To be determined by host site

What you need to know?

- A preceptor will provide guidance to the intern and meet with the intern weekly and as needed
- A summer project(s) will be assigned to the intern that will benefit the organization and culminating with a special project presentation to key leaders
- The intern will receive access to high-level executives and insight on the decision-making process within the organization. This will include:
 - A meeting with President/CEO and intern (virtual or otherwise)
 - Attendance/participation in department, staff and board meetings
 - Mentoring opportunities with key leaders within the organization
- The intern will be provided access to a workspace and an employee orientation
- The intern and preceptor will attend virtual LeadingAge Summer Enrichment Program events including:
 - Summer Enrichment Program - Networking event for Interns
 - Summer Enrichment Program - Networking event for Preceptors
- A formal performance feedback upon completion of the internship

What is the Focus of the Internship?

- To shape, develop and mentor a diverse workforce bound for leadership roles.
- To exposing future talent to the field of aging
- To provide additional skills to prepare students to enter the job market, including presentations, and a performance evaluation to further enhance their experience.
- To provide a positive learning experience including a final evaluation focusing on positive accomplishments and opportunities for growth.

What type of student is qualified for the Internship?

- The ideal candidate will be a student nearing the end of his/her undergraduate studies or in graduate school and pursuing a degree in *to be determined by the host site*

Sample Job Description – Page 2

What are we looking for?

- U.S. Citizen or Permanent Resident (DACA students are eligible to apply)
- Entering junior or senior year of undergraduate study in the Fall following the program
- A 2.8 minimum grade point average on a 4.0 scale
- Works effectively and diplomatically with a variety of publics, including residents, board members, community groups, government agencies, etc.

Orientation Checklist

Before - Day 1

- ☐ Provide the intern with information regarding appropriate work attire and behavior (refer to organizational culture worksheet).
- ☐ Review logistical information such as hours, lunch, attendance, and punctuality.
- ☐ Communicate the intern's arrival with a brief bio, picture, and information about what the intern will be doing (in your newsletter, electronic communications, etc.).

Welcome

- ☐ The preceptor welcomes and discusses the orientation plan for the day and the week.
- ☐ The preceptor and the intern complete the organizational and organizational culture worksheet.
- ☐ Tour the community, including where belongings and lunch can be stored, where to eat lunch, bathrooms, and parking information.
- ☐ Introduce the intern to staff, with an emphasis on department directors, administrators, and executive staff.

Internship Specifics

- ☐ Review goals/expectations.
- ☐ Have the intern complete the learning objectives and set up time to review.
- ☐ Discuss potential project opportunities.
- ☐ Provide a list of meetings that an intern should attend, and discuss their role in meetings.
- ☐ Schedule a date and time for the final presentation with the leadership team.

Support

- ☐ Set up regular check-in meetings with the preceptor.
- ☐ Connect the intern to onsite mentor and other interns.

Organizational Culture Discussion

1. What is the professional attire of the organization? (For example, business casual, business formal, etc.)
2. How do you address residents? (For example, by their first names or Mr./Mrs. and last name.)
3. How do you address staff? (For example, by their first names or Mr./Mrs. and last name.)
4. How do you address the organization's leadership? (For example, by their first names or Mr./Mrs. and last name.)
5. What style of communication is most common within the organization (email, phone, in-person)?
6. What language is specific to the culture of this organization (e.g., nursing home, facility, or community)?
7. What acronyms are commonly used?

Sample Intern Evaluation

Rate the intern in each of the following areas:

0 – Not Applicable; 1 – Not Acceptable; 2 – Needs Improvement; 3 – Meets Requirements; 4 – Often Exceeds Expectations; 5 – Consistently Exceeds Expectations

☐ **Quantity of Work:** *Completes work in a quick and timely manner; strives to increase productivity.*

☐ *Rating :* _____

☐ *Comments:*

☐ **Quality of Work:** Demonstrates accuracy, thoroughness, and commitment to excellence. Shows attention to detail.

☐ *Rating :* _____

☐ *Comments:*

☐ **Work Ethic:** Offers assistance and support to co-workers; willing to go the extra mile; makes maximum use of time.

☐ *Rating :* _____

☐ *Comments:*

☐ **Job Knowledge and Competency:** Exhibits ability to learn and apply new skills; keeps abreast of current developments in the field; requires minimal supervision.

☐ *Rating :* _____

☐ *Comments:*

☐ **Coachability:** Accepts criticism and feedback and applies to improve performance.

☐ *Rating :* _____

☐ *Comments:*

☐ **Communication:** Exhibits good listening and comprehension; expresses ideas and thoughts effectively; keeps the team informed.

☐ *Rating :* _____

☐ *Comments:*

☐ **Attitude:** Is positive about the organization, co-workers, and leadership. Displays positive outlook. Handles stressful situations professionally.

☐ *Rating :* _____

☐ *Comments:*

☐ **Organization:** Sets goals and objectives, prioritizes and plans work activities, and is able to balance competing demands.

☐ *Rating :* _____

☐ *Comments:*

☐ **Adaptability:** Changes approach or method to best fit the situation.

☐ *Rating :* _____

☐ *Comments:*

☐ **Initiative:** Seeks increased responsibility and asks for help when needed.

☐ *Rating :* _____

☐ *Comments:*

☐ **Reliability:** Meets attendance and punctuality expectations. Completes tasks completely and timely. Keeps commitments and takes responsibility for actions.

☐ *Rating :* _____

☐ *Comments:*