



**DEPARTMENT OF HEALTH SERVICES  
UCLA SCHOOL OF PUBLIC HEALTH**

**MANAGERIAL AND LEADERSHIP COMPETENCY  
DEVELOPMENT ASSESSMENT**

**Pre-Internship Assessment of Student**

Dear Preceptor:

UCLA is currently using the National Center’s Competency model to assess student learning in both the classroom and field setting. During the summer practicum, students use and develop skills and competencies that may be different from those they receive in a classroom setting. Attached is a short student assessment to assess your student’s competency level at the beginning of the summer practicum. At the end of the summer, we will ask you complete a similar evaluation in order to assess the degree of student change in competency level that may have resulted from their summer internship.

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**NCHL Health Leadership Competency Model**

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*The NCHL model provides breakthrough research and a comprehensive database for defining the competencies required for outstanding healthcare leadership for the future.*





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DEVELOPMENT ASSESSMENT**

**Pre-Internship Student Assessment**

Intern Name:	
Preceptor Name:	
Facility/Dept:	

For each of the following competencies, please indicate the level of competency you think your intern current possesses, based on the scale below:

- 0 - Inadequate time or no opportunity to observe
- 1 - Novice: Little, or no, competency in this area
- 2 - Beginner: Minor, or very limited, competency in this area
- 3 - Professional: Moderate, or average, competency in this area
- 4 - Expert: Notable or above average, competency in this area
- 5 - Master: Major, significant, or recognizable skill

1. Articulates and understands the field of health services and apply it in decision making	0	1	2	3	4	5
2. Knows the organizational bases of power and is aware of the political implications of his or her work and effect of decisions.	0	1	2	3	4	5
3. Understands the organizational structure and the implications of the organizational design, governance structure, and fiduciary responsibility on the impact of managerial decisions	0	1	2	3	4	5
4. Uses data and information to understand and solve operational and/or financial problems	0	1	2	3	4	5
5. Demonstrates ability to analyze and improve work flow processes	0	1	2	3	4	5
6. Articulates and model professional values and ethics such as honesty and integrity	0	1	2	3	4	5
7. Understands how one unit or aspect of work interacts and impacts other units	0	1	2	3	4	5
8. Develops, organizes, synthesizes and articulates ideas and information	0	1	2	3	4	5
9. Prepares written documents and memos clearly, concisely and with no errors (persuasive, informational, tailored to interest of audience)	0	1	2	3	4	5
10. Speaks clearly and understandably before individuals and in groups, both formally and informally	0	1	2	3	4	5
11. Conducts oral presentations clearly and concisely (effective visual aids, empathy with audience)	0	1	2	3	4	5
12. Listens and responds appropriately to others' ideas and thoughts	0	1	2	3	4	5

13. Works effectively with other peers and professionals in the organizational unit and as a team member ( partnering, sharing information, influencing, willingness of put team interest before self-interest)	0	1	2	3	4	5
14. Works with and through others to achieve organizational goals (i.e. ability to gain organizational support for a plan or project)	0	1	2	3	4	5
154. Respects cultural differences among co-workers and customers	0	1	2	3	4	5
16. Has a good sense of own abilities and competency and future goals for development	0	1	2	3	4	5
17. Learns from mistakes	0	1	2	3	4	5
18. Exhibits empathy and compassion	0	1	2	3	4	5
19. Exhibits flexibility and comfort with ambiguity	0	1	2	3	4	5
20. Demonstrates ability to define goals, set objectives and measure performance	0	1	2	3	4	5
21. Demonstrates ability to establish priorities in his or her work	0	1	2	3	4	5
22. Demonstrates understanding of financial skills such as understanding the financial flows that create reports, develop operational and expense budgets, and understanding of evaluating and managing financial risk and various reimbursement incentives for the organization	0	1	2	3	4	5
23. Demonstrates ability to manage a project (within time frames, within budget, etc.)	0	1	2	3	4	5
24. Evidences initiative and follow-through	0	1	2	3	4	5
25. Evidences creativity in accomplishing work	0	1	2	3	4	5
26. Overall assessment of Intern's performance	0	1	2	3	4	5
<b>Additional Comments:</b>						

Please return to:

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