Purpose

Congratulations on your decision to apply to the VCUHS Department of Radiology Technologist Career Ladder. The purpose of the Technologist Career Ladder is to serve as an incentive for Technologists of Radiology who want to advance his/her clinical skills to enhance professional and personal growth. The TCL will also serve as a tool to improve long-term retention of staff and will measure as well as reward professional excellence. A technologist moving through the TCL should challenge with the understanding that increased professional standing and financial incentive come with increased skills and expectations, increased responsibility, and increased accountability. The TCL accelerates advancement through the current pay grade.

Goals and Benefits

There are six goals that the Department of Radiology strives to achieve with the implementation of the Technologist Career Ladder:

- Improve Recruitment and Retention of Technologists to increase job satisfaction, morale, & commitment to VCU Medical Center.
- Enhance Motivation to commit to personal & professional clinical excellence by increasing the accountability and responsibility of technologist staff.
- Provide opportunities for personal and professional growth for employees planning to make the field of Radiologic Technology their career.
- Reward professional excellence with financial incentives and prestige by giving employees the opportunity to have greater control over their salary advancement.
- Enhance quality of patient care and customer service by promoting the importance of professional practice, leadership, quality improvement and education to technologist staff.
- Increase the number of clinically expert staff who can support complex imaging and patient care services.
Structure

Advancement through the Radiologic Technologist Career Ladder is achieved through the challenge process and requires the technologist to prepare a comprehensive portfolio that illustrates how his/her level of practice adhere to the specific elements described in each of the four areas of achievement. Advancement is voluntary. All portfolios should reflect VCUHS activities. Each level on the career ladder has specific criteria that must be met. Criteria becomes increasingly more complex as the technologist moves up the ladder.

The Technologist Career Ladder consists of three levels designated as Career Ladder Level 1, Career Ladder Level 2, and Career Ladder Level 3. Each level is composed of four areas of achievement: professional practice, clinical practice, leadership, and quality improvement. Each area of achievement is composed of required and optional tasks that have points associated with them. The employee must achieve the specified number of points for each level and a minimum number of points in each area of achievement. Fifty flex points in each level can be obtained in the achievement area of the employee’s choice.

**Level 1 – 250 total points**
- Professional Practice – 80 points minimum
- Clinical Practice - 80 points minimum
- Leadership - 20 points minimum
- Quality Improvement - 20 points minimum

**Level 2 – 300 points**
- Professional Practice – 75 points minimum
- Clinical Practice - 75 points minimum
- Leadership - 50 points minimum
- Quality Improvement - 50 points minimum

**Level 3 – 350 points**
- Professional Practice – 60 points minimum
- Clinical Practice - 60 points minimum
- Leadership - 90 points minimum
- Quality Improvement - 90 points minimum
Description of Expected Characteristics and Behaviors:

Portfolios must demonstrate evidence that you are performing expected characteristics and behaviors for the level you are challenging. This can be accomplished through exemplars, letter of recommendation, and project/task descriptions. Descriptions of minimally expected characteristics and behaviors for each level are described below.

**Career Ladder Level 1**

Technologists practicing at Level 1 must demonstrate knowledge, skills, and abilities in all routine tasks associated with their experience and current job responsibilities. The technologist should be considered a competent, proficient, reliable, and valued team member. The technologist should communicate with others in clear, understandable and courteous manner. It is expected that a technologist performing at this level will seek ways to assist others, complete tasks ahead of schedule, demonstrate the ability to resolve routine issues independently, and gathers pertinent information prior to seeking help for complex problems. As a CL1 technologist, the employee consistently turns in good, quality work with few inconsequential mistakes and provides valued and satisfied customer interactions. Employee independently seeks self-development opportunities, is a fast-learner, and is willing to try new ideas.

**Career Ladder Level 2**

Technologists practicing at Level 2 must demonstrate knowledge, skills, and abilities in all routine tasks and most advanced tasks associated with their experience and current job responsibilities. The CL2 technologist should be considered a valued team member who often participates in special projects, pools resources to get the job done, and seldom needs assistance. The CL2 technologist should be considered a very effective communicator of ideas both orally and in writing. It is expected that a technologist performing at this level will proactively help others meet their goals and assignments, support coworkers and student in their development of skills, and resolve most issues, even non-routine issues, successfully. As a CL2 technologist, the employee participates in quality improvement activities and goes beyond the basics to help customers. Employee is very adaptable to change, is considerate of other viewpoints, is resourceful, and consistently contributes to overall team effort.

**Career Ladder Level 3**

Technologists practicing at Level 3 must demonstrate knowledge, skills, and abilities in all routine and advanced tasks associated with their current job responsibilities. The technologist should possess a thorough knowledge of techniques, processes, procedures, services, equipment, and materials required to get the job done. The CL3 technologist should be considered an expert in their modality field by peers. The CL3 technologist should be completely reliable, need little or no supervision, able to work through unfamiliar situations with ease, and able to resolve complex or sensitive issues creatively and successfully. The CL3 consistently produces the highest possible quality of work and initiates quality improvement activities as needed. The CL3 technologist encourages personal and professional growth of others while continuing to seek their own growth opportunities, is open to change and adapts quickly, works effectively with others and has exceptional interpersonal skills. Additionally, the CL3 is capable of coordinating complex customer service issue resolution and receives frequent customer compliments.
Policies and Eligibility Requirements

Radiology Technologist Career Ladder Board (RTCLB)

The VCUHS Radiology Technologist Career Ladder (RTCL) will ultimately be governed by the Radiologic Technologist Career Ladder Board (RTCLB) appointed by the Director of Radiology and the Radiology Retention Team.

1. The board will serve a minimum of a 2 year term and may consist of the following members:
   - 2 Modality Managers
   - 1 Human Resource Representative
   - 1-2 Technologists from each modality as assigned by manager. Preference will be given to technologists who have successfully challenged the career ladder.

2. Board Members will be appointed in May of the changeover year but may be appointed during the year if vacancies occur.

Review Board Responsibilities:
   a) Review applications and portfolios for adherence to guidelines, policies, and requirements.
   b) Grant or deny Career Ladder application and portfolio. If denied, make recommendations for improvement.
   c) Notification of applicants via written letter from Board Chair.
   d) Notification of employees manager, director, and human resources via written letter from Board Chair.
   e) Forward all application packets to employee’s permanent file.
   f) Voting and Oversight Regulations:
      g) RTCLB members who wish to challenge the ladder are ineligible to vote for their own career ladder promotion and should excuse themselves from the group during discussions and scoring of his/her portfolio.
      h) Three committee members must review each portfolio and complete a portfolio evaluation form. If the portfolio does not pass with all three members’ approval then career ladder board chair will evaluate and make final decisions regarding matters in question. An interview with the applicant may be scheduled for clarification of documentation.

3. It is the ultimate responsibility of the career ladder board chair to ensure that portfolios are reviewed in a fair and consistent manner in accordance with the standards set forth for each level. Portfolio Review Standards:
   a) The career ladder process is strictly confidential. The board, as well as the applicants, are expected to maintain confidentiality throughout the review cycle. Board members failure to maintain confidentiality will result in dismissal from the RTCLB and a written warning will be placed in your employee file. Suspicion of violation of confidentiality should be reported to the RTCLBC for follow up.
   b) Preliminary scoring of the portfolio will be completed independently by each board member assigned to review a portfolio. The applicant may be interviewed by the board to answer any questions the board members may have regarding information in the portfolio.
   c) For portfolios in which an interview is required, final scoring will be completed after the interview and will be based on the portfolio and the interview.
   d) The RTCLB chair will review the scores submitted at the final RTCLB meeting to determine if the applicant successfully challenged.

4. The Board under the direction of the Director of Radiology will conduct an annual review of the program and recommend changes or improvements as indicated.

5. Appeals Process:
   a) Within one week of receiving a letter of denial, the applicant will have 1 week to file intent to appeal.
   b) The applicant must submit the intent in writing to the RTCLB chair.
   c) Four members of the RTCLB in addition to the board chair will review the appeal. The appeal board will have 2 weeks to review the portfolio and make a final decision. A letter outlining reasons for the decision will be sent to the applicant.
   d) Interview questions and answers will be available for the reviewer to consider, but an additional interview will not be scheduled.
   e) During the appeal process, the applicant should not discuss, either verbally or in writing, the appeal with any member of the appeal board.
Core Requirements for Challenging Career Ladder

Employees challenging the Career Ladder must first meet the following core requirements:

1. Employee must be full-time and non-exempt.
2. All applicants must be ARRT, CNMT, or ARDMS registered/certified.
3. Employee must have obtained a minimum of “Meets Expectations” in all areas of the most recent performance appraisal.
4. There should be no attendance or punctuality problem during most recent review period.
5. Must meet all VCUHS and Radiology mandatory compliance standards including certifications, PPD, HIPPA, customer service, CPR, competencies.
6. There should be no incidence of disciplinary action within previous 24 months.

General Requirements and Policies

1. All deadlines for challenging the Radiology Technologist Career Ladder MUST BE met. No Exceptions.
2. All applicants must challenge ladder at level 1 and move through ladder in sequential order.
3. Current employees who have successfully completed 12 months of employment with VCUHS as a registered radiologic technologist or certified nuclear medicine technologist and have graduated from an accredited program (such as JRCERT, JRCNMT) may apply to the career ladder at the next available challenge date. Must receive a minimum of meets in all PFP categories.
4. New hires or anyone with less than 12 months of employment in their current position as a registered or certified technologist will be eligible to apply to career ladder after 12 months of employment in their current position and successful completion of probationary employment period. Must receive a minimum of meets in all PFP categories.
5. Graduates of VCU School of Radiation Sciences will be eligible to apply to career ladder after 6 months of employment with VCUHS and successful completion of probationary employment period, competency assessment, and registry or certification. Technologists must maintain career ladder level for one year before challenging next level.
6. The employee’s most recent performance review must be submitted with the letter of intent and should not be included in the portfolio. A minimum of “meets expectations” must be achieved in all areas of the performance review for the employee to be eligible to challenge each career ladder level. Once an employee has entered the career ladder program, the employee’s annual VCUHS PFP review will be based on expectations at the Career ladder level that the employee has achieved.
7. Level 1 applicants must perform a self-review utilizing the standard PFP review form that your supervisor generally uses to evaluate you. The self-review must be submitted to your immediate supervisor 30 days prior to the challenge date. Your supervisor or manager will meet with you within one week to discuss the self-review to ensure that you are ready to challenge the ladder (only for Level 1 applicants). For Level 2 or 3 applicants the self-review should be part of the annual PFP process. The self-review should be a comprehensive, reflective overview of the contributions you make to your department. Additionally, you should include areas where you think you need improvement or additional work. A self-review that only includes check mark for the evaluation category (i.e exceeds) with no supporting description will not be accepted.
8. For each level challenged, the employee must obtain a letter of endorsement from their manager and immediate supervisor. This letter should be included in the portfolio. For level 1 applicants, the endorsement letter must be obtained at least 6-9 months prior to the portfolio deadline. For level 2 and 3 applicants, the endorsement letter must be obtained 10-12 months prior to portfolio deadline. Upon completion of the portfolio and at least 30 days prior to the portfolio deadline, the applicant must present his/her portfolio to the manager and supervisor for final endorsement and signature.
9. Challenge Plan: Prior to requesting a letter of endorsement from the manager and supervisor, the applicant must prepare a challenge plan broken down by section (professional practice, clinical practice, leadership, quality improvement) that describes how you foresee obtaining your points. Your supervisor and manager must initial this plan before a letter of endorsement is issued. It is up to the discretion of your manager and supervisor to reject or endorse projects.
10. Technologists may only challenge the career ladder on approved challenge dates.
11. Once a level has been achieved, the technologist must maintain competence, proficiency and achievements expected at that level. Level maintenance will be reviewed on an annual basis through the annual VCUHS PFP process.
12. Requirements listed as mandatory must be met each year to receive minimum of meets expectations.
13. A portfolio as well as 2 photocopies of the portfolio must be submitted to the review board with the Career Ladder Application. The portfolio copies should be placed in a brown envelope with the applicant’s name on the outside.

14. It is the responsibility of the applicant to provide sufficient documentation and evidence to support all entries into the portfolio. Be creative and plan ahead for how you will present your accomplishments and tasks in the portfolio.

15. The Board will review the portfolio at the designated Career Ladder Review Board Meetings. Decision should be given to the employee in writing within 1 month of the portfolio deadline, however, this time period may be extended if the review board need additional time to complete the portfolio review process. The employee’s Manager and Director will be copied on notification letter. Letters of denial will include reason for denial and recommendations for areas of improvement. Failure to provide sufficient documentation to support a project, activity, or other standard for which points are claimed will result in denial of the portfolio.

16. Career Ladder rejections can be appealed in writing to the Career Ladder Board within one week of receiving the denial letter. See Appeal Process under Policies and Eligibility Requirements section. If the applicant is not satisfied with the appeal process, he/she may follow the VCUHS Conflict Resolution Procedure which can be found in policy #2136.00

17. Except for degree and experience, all activities must be completed within 18 months of the challenge date (portfolio deadline) for all levels and cannot include work used in previous portfolios.

18. The RTCLB strongly encourages applicants to utilize a mentor during the preparation of the portfolio. You may contact the RTCLBC or your manager for potential mentors.

19. Questions regarding a project or activity should be e-mailed to the RTCLB Chair for clarification. If the question requires RTCLB committee review, the Board Chair will notify you of when you should expect to receive an answer to your question.

20. Annual education (EDU) allotment of up to 40 hours can be used for on campus portfolio preparation. Off campus educational leave for portfolio prep will not be approved. EDU will be approved at the discretion of the supervisor or manager and will be granted based solely on availability of time and the demands of the department.

21. Maintaining patient confidentiality is mandatory when submitting evidence of achievement of standards or exemplars. You must remove the patient’s name, medical record number, and other patient identifiable information from documents used or generated. Failure to comply with this policy will result in disqualification of your portfolio.
How to Challenge the Radiologic Technologist Career Ladder

Read the entire application packet prior to meeting with your manager.

Letter of Intent:
1. Discuss your intention to apply to the RTCL with your manager.
2. Meet with the RTCL Board Chair who will give you a copy of the career ladder and review the timetable with you.
3. Submit the letter of intent along with your most current annual PFP review to the RTCL Board Chair by the deadline.
4. For Level 1 applicants, the letter of intent must submitted by May 1 if you are submitting portfolio on October 1st or by November 1st if you are submitting your portfolio April 1st.
5. For Levels 2 and 3, the letter of intent must be submitted between October 1st and January 2nd if you are submitting your portfolio on October 1st of the following year or April 1st to July 1st if you are submitting your portfolio in April of the following year.
6. When the 1st of the month falls on a weekend or holiday, the requirement (letter or portfolio) will be due on the following Monday.

Challenge Plan:
1. Challenge Plan: The applicant must prepare a challenge plan broken down by section (professional practice, clinical practice, leadership, quality improvement) that describes how you foresee obtaining your points.
2. Your supervisor and manager must endorse the challenge plan. It is up to the discretion of your manager and supervisor to reject or endorse projects proposed in the challenge plan.
3. A copy of the manager approved challenge plan should be submitted to the RTLC Board chair within 14 days of submitting the letter of intent. It will be understood by the RTCLB that the challenge plan is just an outline of how you plan to challenge the ladder and that some elements may change prior to portfolio submission. Changes should be discussed with and endorsed by your manager.

Self Review:
1. Complete your annual evaluation as a self-review. You should be able to obtain a self-review forms from your supervisor or manager.
2. Review with supervisor(s) or manager. Submit with portfolio. Supervisor or manager should sign a self-review evaluation cover page. The manager’s signature does not indicate that he or she agrees with the content of the self-review only that the self review has been reviewed with the manager or supervisor.

Letter of Endorsement:
1. Your manager and/or supervisor will meet with you at least 30 days prior to the portfolio deadline to discuss your portfolio, self-evaluation, and performance review concerns, and if no concerns or issues are identified will issue a letter of endorsement to proceed with the portfolio submission.
2. The manager and/or supervisor should inform the employee in writing if the manager or supervisor elects not to sign the letter of endorsement. Valid reasons for refusal to sign should be included in letter as well as recommendations to employee on areas requiring improvement.
3. If issues can be rectified prior to the portfolio deadline, the manager may issue a letter of endorsement up to two days prior to the portfolio deadline. The manager’s issuance of a letter of endorsement does not guarantee that the portfolio will pass the Career Ladder Review Board.

Portfolio submission:
1. The portfolio must be submitted by the due date. No Exceptions.
2. Early submissions are acceptable.
Portfolio Scoring Guidelines:

Step 1
The portfolio will be scored on a 1-6 scale. Scoring is based on:
1. Whether or not there is evidence presented for each standard; and
   • It is the responsibility of the applicant to provide adequate documentation and evidence of completion of a standard.
2. Whether or not evidence presented is of sufficient caliber to meet the criteria for the level challenged.

Initial Scoring of the Portfolio:
Using the scale described below and the description of each item on the scale, board members read and score the portfolio. A number is assigned to evidence presented. If no evidence is presented in the portfolio for a particular task/standard a score of 0 will be applied.
Scale:
0 = No evidence presented to support task/standard.
1 = The quality of the evidence presented is less than expectation for the level challenged and more indicative of a lower ladder level.
2 = The quality of the evidence presented needs strong additional support during the interview to minimally meet the expectations of the level challenged.
3 = The quality of the evidence presented minimally meets the expectations for the level challenged, and needs additional supporting evidence.
4 = The evidence meets the expectation for the level challenged.
5 = Strong evidence. Meets the criteria for the level challenged without question; may begin to meet standards of the next higher level.
6 = Exceptional evidence. Could stand alone to meet the expectations for the level challenged; may be evidence of readiness to challenge the next higher level.

Step 2
Board members will review score sheets and note where clarification is needed. Specific questions will be written for the applicant to address during the interview process. The applicant will be given two weeks to obtain necessary evidence that should be presented back to the board during the interview process. Board member scores may be changed after the interview depending on the evidence provided.

Step 3
Scores are totaled and averaged across each requirement and standard/task.

Step 4
After the interview with the applicant, each Board Member will finish scoring the portfolio. During this time, scores may change if a board member can provide valid reasons for the change. Scores will be recorded for each individual standard/task in the overall score column. There may be board discussion after all scores are reported on an individual behavior or standard.

Step 5
Standard/task achievement for each area of achievement will be added and averaged to arrive at the final score for each achievement area. These averages will be recorded on the master score sheet.
1. Applicants must achieve an overall score of 4.0 or higher to fully meet the level challenged. An interview may not be required.
2. Applicants receiving a score of 2.1-3.99 minimally meets the criteria for the level challenged and must present additional evidence during the interview to qualify for further consideration for advancement.
3. Applicants receiving scores of 0.00 to 2.0 do not meet criteria for the level challenged. The portfolio will be returned to the applicant with recommendations for improvement.

Step 6
Determination of Advancement
All achievement areas must be passed by fully meeting the criteria outlined for the level challenged. Each applicant is allowed to have one area of achievement in the 2.10-3.99 range and still be considered for advancement. The candidate may not receive a “does not meet” for any achievement area and still be considered for advancement.
Portfolio Requirements:

Organization:
Your portfolio must demonstrate an ongoing level of practice consistent with the level challenged. The evidence supplied to the RTCLB should demonstrate that you meet all standards outlined for the appropriate challenge level. Documents should not need to be removed from sheet protectors (if utilized) for review. Falsification of any documentation will disqualify you from the career ladder challenge process.

Documents must be placed in your portfolio in the following order:

1. Table of Contents (should include page numbers)
2. Letter of Intent
3. Challenge Plan/Managers letter of endorsement
4. Two narrative exemplars that demonstrate characteristics and behaviors of the Career Ladder level to be challenged (see definitions pages 1-2):
   - Clinical, procedural/Professional Practice
   - Patient Care and Customer Service
5. Current resume or CV
6. Three letters of support that reflect how your performance meets the Description of Expected Characteristics and Behaviors for the level you are challenging.
   - MD within your section-required
   - Coworkers –two letters required or 1 coworker and 1 internal customer
   - Internal Customer (i.e another department within Radiology, radiology nursing, unit manager on another floor you work closely with).
7. Self-Review
8. Career Ladder Criteria Form
   - Points earned in each category
   - Technologist signature
   - Supervisor and manager signature
9. Professional Practice Section with points summary page at the beginning of the section
10. Clinical Practice Section with points summary page at the beginning of the section
11. Leadership Section with points summary page at the beginning of the section
12. Quality Improvement with points summary page at the beginning of the section

Supporting documentation examples:
This list is not all inclusive but may include:
- Copies of pertinent certifications and/or diplomas.
- Copies of continuing education certificates
- Copies of professional organization membership cards
- Copy of publication that include your name
- Documentation of committee participation-sign in sheets, letter from chair outlining your level of participation
- All special projects forms including photographs, revision notes, thank you letters,
- Documentation of preceptor and/or student training activity-student schedules, letter from clinical instructors defining your involvement, student evaluations.
- All in-service presentation forms and hand outs, sign in sheets, participant evaluation forms
- Course syllabus and grade report for college courses.
Formatting:

1. Resume or CV
   - Name
   - Address
   - Education
   - Work/Professional Experience
   - Professional Associations/Certifications
   - Continuing Education
   - Lectures/Presentations
   - Honors and Awards
   - Publications
   - Research

2. Recommendation Letters:
   Letters should reflect how your performance meets the Description of Expected Characteristics and Behaviors for the level you are challenging. Specific observations are helpful to the reviewer.

3. Exemplars:
   An exemplar is a detailed narrative describing your advanced clinical practice with a specific patient. It should demonstrate how your advanced knowledge or skills made a difference for this patient. Any additional documentation to support exemplar should be included.
   **The complexity of the exemplar should correspond to the Career Ladder Level being challenged.**

   **Level 1**
   **Exemplars should:**
   Demonstrate ability to evaluate a situation and recognize problems or potential problems
   Describe how a routine problem was handled independently
   Show that a supervisor or manager was made aware of the situation and offer solution to long term resolution of problem.

   **Level 2**
   **Exemplar should:**
   Demonstrate ability to evaluate a situation and recognize problems or potential problems
   Demonstrate how you went above and beyond to solve problem.
   Show that a supervisor or manager was made aware of the situation and offer solution to long term resolution of problem.
   Show the actions taken for long-term resolution to problem.

   **Level 3**
   **Exemplar should:**
   Demonstrate ability to evaluate a situation and recognize problems or potential problems
   Describe your assessment of the situation and how your past experiences prepared you for handling the problem.
   Describe how you resolved the complex or sensitive issues.
   Describe your communication style in your interactions, who you interacted with when resolving the problem
   Demonstrate how you calmly and effectively handled the situation.
   Demonstrate how issue was documented and/or that supervisor/manager was informed.
   Describe steps in follow up of issue.

   **Customer Service/Patient Care**
   Employees of VCU Health System are expected to treat all customers courteously, quickly and with respect while performing all tasks and duties associated with their jobs. Proficiency in customer service is a mandatory job requirement and is listed as such on your PFP evaluations.
   The customer service/patient care Exemplar should demonstrate how you uphold the expectations of this service area. Your exemplar should elaborate on the following:
1. **Value** – Employee will value each person with whom he/she interacts by demonstrating respect, integrity, and acceptance and value the organization in which he/she serves through taking responsibility for its success, appearance, and safety.

2. **Commitment** – Employee is committed to excellence in his/her performance, support of the VCUHS mission, stewardship of resources and protection of the VCUHS environment.

3. **Understanding** – Employee will strive to understand the needs of others, respect their privacy, communicate completely, treat them with dignity and demonstrate appreciation of cultural differences.

4. **Hospitality** – Employee will embrace others with hospitality, kindness, open mindedness and a willingness to help.

5. **Service** – Employee will provide service to all guests efficiently, professionally, courteously, and promptly.

### Professional Practice

Employees of the VCU Health System are expected to demonstrate the ability to uphold the core values of the VCU Health System as outlined by VCUHS Administration and referenced on your PFP evaluation. The Professional Practice Exemplar should describe the way you demonstrate professionalism in your every day practice. Your exemplar should elaborate on the following:

1. **Commitment** – Employee is able to state how his/her position supports the mission of VCUHS and how the quality of his/her performance impacts goal attainment. Demonstrate commitment to VCUHS mission and goals.

2. **Service Excellence** – Strives to meet the needs and exceed the expectations of others, to improve personal, department, and interdepartmental performance with the goal to increase customer satisfaction. Through ongoing performance improvement, demonstrates creativity and innovation in discovering new ways to deliver superior service.

3. **Service Delivery** – Supports service delivery through punctuality, attendance, efficiency and productivity. Abides by established safety practices and corrects unsafe work practices on the job.

4. **Knowledge** – Demonstrates, through performance and interactions, required knowledge and skill to provide competent service/care. Seeks to acquire new knowledge and skills.

5. **Leadership** – Demonstrates the skills necessary to analyze and solve problems. Gathers information, anticipates problems, investigates validity of information, weighs consequences and makes sound decisions. Effectively expresses ideas orally and in writing as required to perform job.

6. **Stewardship** – Demonstrates a recognition of personal accountability to use resources and supplies prudently and to recommend cost saving practices as identified.

### 4. Self Evaluation:

Evaluating yourself is not as easy as it sounds. The self-evaluation should reflect your strengths and address areas you have identified as needing improvement. You may utilize the performance evaluation utilized during your regular PFP evaluation. Address each element of your evaluation honestly and objectively. Summarize your current level of practice as it relates to the level you are challenging. Specific examples are useful in describing your behaviors. You should include your career goals, time frame for completion, and what contribution that achievement of the goals will make to your team, the department, and VCUHS. Your summary should also include a narrative of how you plan to maintain and build on your level of practice.
CAREER LADDER LEVEL 1 STANDARDS
250 total points required for achievement of level

Professional Practice -minimum points for this category – 80 points

1. Years of technologist experience – 1 point per year.
2. Degree in Radiation Sciences or healthcare related degree (use highest degree achieved only):
   - AS  25 points
   - BS  50 points
   - MS  75 points
   Or
   Degree in non-health care related field degree (use highest degree achieved only):
   - AS  15 points
   - BS,BA 25 points
   - MS  50 points
3. Nationally recognized and current specialty registry or certification:
   - 10 points each (i.e. QA, CT,MRI, PET, NCT, CV, CI, Mammo, OB, Vascular)
4. Achievement of specialty (modality) certification within previous 12 months as part of career ladder challenge process.
   - 20 points (i.e QA, CT,MRI, PET, NCT, CV, CI, Mammo, OB, Vascular)
5. Membership in professional healthcare organization-technologist or other related healthcare organization. (i.e. VSRT,CDSRT,SNM, MECSNM, AHRA,ASRT)
   - Requires proof of membership.
   - 5 points each. Max 15 points
6. Participates in VCUHS committees/projects
   - 5 points each
   - Max 10 points
7. Service award.
   - Twinkle=1 point each (5 point max.);
   - shining star: 5 points each (max 15 points);
   - shooting star (25 points);
   - employee of the month (10 points);
   - technologist of the year (25 points)
   - 30 points max for category
8. Continuing Education:
   - College credit (minimum “C” grade required); class must be related to professional development
   - 5 points per credit hour
   - Professional contact hours:
     - 1 point per contact hours
   - minimum 15 contact hours –CAT A or VOICE (for Nuclear Med)
   - Max 40
   - Mandatory Requirement

Clinical Practice -minimum points for this category – 80 points

1. Current BLS CPR for health care providers certification.
   - Mandatory Requirement
   - 10 points
2. Contributes to one of the following: research study, product development, program development, and/or special projects.
   Examples: revision/update of procedure manual, revision of brochures/forms, assist with acceptance testing, assist in writing new procedure or policy. (for revisions - original documents must be included for comparison to original)
   - 10 points each (max 20 points)
3. Present review of interesting case at division staff meeting:
   - 5 points (max 15 points)
   - Minimum 20-minute presentation time required.
4. Present review of professional journal article or seminar of current practice information at a division staff meeting.
   - Each review must be a minimum of one contact hour (45-50 minutes).
5. Participates in departmental or divisional committee/task force.
   - 15 points each (max 30 points)
6. Employee volunteers for extra shifts as needed.
   - 3 points each (max 15 points).
   - Dates of shift coverage must be confirmed in letter from supervisor.

**Leadership - minimum points for this category – 20 points**

1. Serve as mentor to new employee
   - Participate in orientation and training of new employees.
   - Orientation and training expectations defined by manager or supervisor.
   - Must exhibit knowledge, skill, and expertise and help to develop skills in others. Must provide feedback in writing to supervisor/manager regarding items covered during training.
   - 1 point per rotation (30 points max)
   - 1 rotation = 8 hours
2. Participate in VCUHS recognized event or VCUHS related community education programs as volunteer: (VCUHS activity for which volunteers are sought.)
   - Internal event: 10 points each
   - External event: 20 points each.
   - Max 40 points
3. Serve as mentor to students.
   - Must exhibit knowledge, skill, and expertise and help to develop skills in others.
   - 1 point per student rotation (30 points max)
   - 1 rotation = 8 hours
4. Participation in departmental tours
   - During regular working hours and requiring at least 30 minutes of participants time (5 points)
   - After regular working hours and requiring at least 30 minutes of participants time. (10 points)
   - Max 20 points
5. Complete JCAHO Leadership rounds with Manager or other designated individual.
   - Report of findings and actions taken must be submitted to manager within 48 hours of completion of rounds.
   - Must complete minimum of 3 rounds.
   - 2 points each.
   - Max 10 points.

**Quality Improvement minimum points for this category – 20 points**

1. Participate in on-going quality improvement and/or quality control program with documentation of objective, methodology, and outcome/results utilizing FADE process.
   - Project must be pertinent and beneficial to professional area.
   - Minor projects 25 points. Time requirement 10-20 hours.
   - Major project 50 points. Over 20 hours.
2. Participate in research project with documentation of objective, methodology, and outcome/results included utilizing FADE process.
   - Project must be pertinent and beneficial to professional area.
   - Minor project 25 points. Time requirement 10-20 hours.
   - Major project 50 points. Over 20 hours.

**Wildcard: use in any category where needed but must be category specific**

1. Submit professional practice, clinical practice, leadership, or quality improvement related article for inclusion on VCUHS Radiology website: www.radimage.vcu.edu.
   - Submit article ideas for approval and final article to Sharon Gibbs at sgibbs@mcvh-vcu.edu.
   - 10 points each. Max 20 points.
CAREER LADDER LEVEL 2 STANDARDS
300 total points required for achievement of level

Professional Practice minimum points for this category – 75 points

1. Years of technologist experience – 1 point per year.
2. Degree in Radiation Sciences or healthcare related degree (use highest degree achieved only):
   - AS  25 points
   - BS  50 points
   - MS  75 points
   or
   - Degree in non-health care related field degree (use highest degree achieved only):
     - AS  15 points
     - BS,BA  25 points
     - MS  50 points
3. Nationally recognized and current specialty registry or certification:
   - 10 points each (i.e. QA, CT, MRI, PET, NCT, CV, CI, Mammo, OB, Vascular)
4. Achievement of specialty (modality) certification within previous 12 months as part of career ladder challenge process.
   - 20 points (i.e CT, MRI, Mammo, PET, Nuclear Cardiology, Vascular)
5. Professional healthcare organization participation (technologist or other related healthcare organization.)
   - Membership required.
   - 5 points (10 points max)
6. Board/Committee position with professional organization.
   - 20 points.
   - Max 20 points
7. Leadership role in VCUHS committees/projects.
   - Committee lasting less than 6 months
     - 5 points each
   - Standing committee member of long term committee/project (6 months to 1 year)
     - 10 points
     - Max 20 points
8. Service award.
   - Twinkle=1 point each (5 point max.);
   - shining star: 5 points each (max 15 points);
   - shooting star (25 points);
   - employee of the month (10 points);
   - technologist of the year (25 points)
   - 30 points max for category
9. Continuing Education: Max points = 40
   - College credit (minimum “C” grade required); class must be related to professional development
     - 5 points per credit hour
   - Professional contact hours:
     - 1 point per contact hour
     - minimum 18 contact hours – CAT A or VOICE (Nuclear Medicine)
   - Mandatory Requirement

Clinical Practice minimum points for this category – 75 points

1. Current ECLS certification (renew every 2 years).
   - Must maintain current BLS.
   - 20 points
   - Mandatory Requirement
1. Significant contribution to one of the following: research study, product development, program development, and/or special project coordinated with manager
   - Minor project- Examples: revision/update of procedure manual, revision of brochures/forms, assist with acceptance testing. (revisions require submission of original documents that were revised)
     - 8-10 hour time requirement
     - 10 points each
     - max 20 points
   - Major project – Example: develop patient brochure; write procedure manual; create new forms/brochures
     - Greater than 10 hour time requirement
     - 20 points each
     - max 40 points

2. Present review of interesting case at division staff meeting
   - Minimum of 2 presentations (10 points per 2 presentations)
   - Minimum 20-minute presentation time required for each case.
   - Max 20 points

3. Present review of professional journal article or seminar of current practice information at a division staff meeting.
   - Each review must be a minimum of one contact hour (45-50 minutes)-should be continuous and not broken up into segments.
   - 10 points each (max 20 points )

4. Professional journal publication
   - Extensive participation in writing of article for professional publication or extensive participation in work resulting in professional publication.
     - Minimum of 20 hour time commitment required
     - 35 points

Leadership minimum points for this category – 50 points

1. Substantial participation in departmental or divisional committee/task force/implementation team with acceptance and performance of additional responsibility that demonstrates that you took on a leadership role.
   - 10 hour minimum time requirement.
   - 15 points per project (30 points max)

2. Assist in coordination of departmental event or in VCUHS recognized event or VCUHS related community education programs as volunteer: i.e. Radiology Week event, Nuclear Medicine Week event; health systems week event or VCUHS activity for which volunteers are sought.
   - Internal event
     - 15 points
   - External event
     - 30 points each
     - Max 60 points.

3. Serve as mentor to new employee
   - Participate in orientation and training of new employees through mentorship program.
     - Orientation and training expectations defined by manager or supervisor.
     - Must exhibit knowledge, skill, and expertise and help to develop skills in others. Must provide feedback in writing to supervisor/manager regarding items covered during training.
     - 1 rotation = 8 hours (or 2 blocks of 4 hour time)
     - 1 point per rotation (30 points max)

4. Serve as mentor to students.
   - Must exhibit knowledge, skill, and expertise and help to develop skills in others.
     - 1 point per student rotation (30 points max)
     - 1 rotation = 8 hours (2 block of 4 hour time or 4 block of 2 hour time)

5. Delegation of supervisory responsibilities in absence of supervisor (on as needed basis for 6 month increments).
   - Responsibilities to be coordinated with supervisor and/or manager.
   - Narrative of experience should be provided by applicant.
• Narrative of delegated duties and performance overview should be provided by supervisor.
• 20 points (max)

6. Complete JCAHO Leadership rounds with Manager or independently as delegated by manager.
   • Report of findings and actions taken must be submitted to manager within 48 hours of completion of rounds. Initiation of repairs or corrections expected as applicable.
   • 2 points each.
   • 10 points required.
   • Mandatory requirement
   • 20 point Max

Quality Improvement minimum points for this category – 50 points

1. Participate in on-going quality improvement and/or quality control program with documentation of objective and methodology. Collect and tabulate data for QI and/or QC program. Collaboration with manager and/or QA manager required.
   • Must utilize FADE
   • Project must be pertinent and beneficial to professional area.
   • Completed project must be presented to Radiology Patient Care Committee.
   • Minor project 25 points. Time requirement 10-20 hours.
   • Major project 50 points. Over 20 hours.
2. Work with manager on long term (9-12 months) quality improvement project.
   • Report results to staff at divisional staff meeting and Radiology PCC.
   • Must utilize FADE
   • 50 points.
3. Contribute to development of policies and/or procedure guidelines including notification of pertinent staff of changes and provide additional education as appropriate to ensure staff compliance. Employee should expect to contribute at least 75% of the work towards the development with only 25% of input coming from manager or other resources.
   • Must utilize FADE and present to Radiology PCC
   • Documentation and resources must be provided. Departmental or divisional policy and procedure template should be utilized.
   • 20 points each.
   • Max 40 points.

Wildcard: use in any category where needed but topic must be category specific and demonstrative of level for which you are challenging:
1. Submit professional practice, clinical practice, leadership, or quality improvement related article for inclusion on VCUHS Radiology website: www.radimage.vcu.edu.
   • Submit article ideas for approval and final article to Sharon Gibbs at sgibbs@mcvh-vcu.edu.
   • 10 points each.
   • Max 20 points.
CAREER LADDER LEVEL 3 STANDARDS
350 total points required for achievement of level

Professional Practice minimum points for this category – 60 points
1. Years of technologist experience – 1 point per year.
2. Degree in Radiation Sciences or healthcare related degree:
   - AS  25 points
   - BS  50 points
   - MS  75 points
   Or
   - Degree in non-health care related field:
     - AS  15 points
     - BS,BA  25 points
     - MS  50 points
3. Nationally recognized and current specialty registry or certification:
   - 10 points each (i.e. QA, CT, MRI, PET, NCT, CV, CI, Mammo, OB, Vascular)
4. Achievement of specialty (modality) certification within previous 12 months as part of career ladder challenge process.
   - 20 points (i.e CT, MRI, Mammo, PET, Nuclear Cardiology, Vascular)
5. Professional healthcare organization participation (technologist or other related healthcare organization.)
   - Membership required.
   - Board/Committee position within the organization.
   - 20 points.
   - Max 20 points
6. Service Awards
   - Twinkle=1 point each (5 point max.);
   - shining star: 5 points each (max 15 points);
   - shooting star (25 points);
   - employee of the month (10 points)
   - employee of the month (hospital) (15 points)
   - technologist of the year (25 points)
   - 30 points max for category
7. Continuing Education:
   - College credit (minimum “C” grade required); class must be related to professional development
     - 5 points per credit hour
   - Professional contact hours:
     - 1 point per contact hour
     - minimum 20 contact hours – CAT A or VOICE (Nuclear Medicine)
   - Mandatory Requirement
   - Max points = 40

Clinical Practice minimum points for this category – 60 points
1. Current ECLS certification and BLS mandatory
2. Independently complete one of the following: research study, product development, program development, and/or special project coordinated with manager utilizing scientific research methodology or FADE process.
   - Project – Example: develop patient brochure; write procedure manual; create new forms/brochures, implement new imaging program with evidence of protocol development and staff educational inservice
   - Present to Manager’s Group and Faculty
   - 20 Points
   - Max 20 Points
3. Prepare and present CE approved lecture at: divisional staff meeting
   - 40 points (40 points Max)
   - Mandatory
4. Professional journal publication: independently write and submit article for professional publication:
1. Prepare and present CE approved lecture to professional organization (i.e. VSRT, Mid Eastern Society of Nuclear Medicine).
   - Must provide 1 contact hour and be a minimum of 45-50 minutes.
   - Topic must be related to current practice.
   - If same presentation as in clinical practice section (#3): 20 points
   - If new presentation, 60 points.

2. Coordinate departmental event or VCUHS recognized event or related community education programs i.e. Nuclear Medicine Week event; health systems week event or VCUHS activity for which volunteers are sought.
   - 20 points
   - 20 points Max

3. Promote the Department of Radiology and your division through participation in (examples below are not all inclusive):
   - Departmental tours
     - 5 points during regular shift
     - 10 points during evening or weekend
   - Poster presentation during Radiologic Technology Week on Main 1 (20 points)
   - Track and submit Radiology Departmental and personnel achievements to Globe for one year; must be approved by Career Ladder Chair (20 points)
   - Other: submit ideas to manager and then to sgibbs@mcvh-vcu.edu for approval and points assignment.
     - 30 points max
   - Mandatory Requirement

4. Complete JCAHO Leadership rounds independently as delegated by manager.
   - Report of weekly findings and actions taken must be submitted to manager within 48 hours of completion of rounds. Initiation of repairs or corrections expected as applicable. Make recommendations to improvement
   - Present findings and improvement recommendations at end of 12 weeks period to managers during weekly managers meeting.
   - Present findings and improvement recommendations at end of 12 week period to faculty upon request.
   - Utilize FADE process.
     - 1 point per week
     - 12 points required if utilizing this option.
     - 36 point Max

Quality Improvement - minimum points for this category – 90 points

1. Recommend, present to management, implement a major customer service or process improvement initiative with follow up report 3 months after implementation to Manager’s Group, PCC and faculty.
   - Requires manager oversight and approval.
   - Must document via FADE process
   - 60 points (60 points Max)
   - Mandatory

2. Coordinate, Participate in, and oversee on-going quality improvement and/or quality control program.
   - Collect and tabulate data for QI and/or QC program.
   - Analyze statistics and recommend action plan to management;
     - Requires manager approval.
     - 30 points (Max)

3. Coordinate and participate in research project or departmental project with documentation of objective and methodology included. Project must be pertinent and beneficial to professional area.
• Requires manager approval.
• Major project 30 points

4. Work with manager on long term (9-12 months) quality improvement project.
   • Report results to staff at divisional staff meeting and manager’s group.
   • 20 points Max.

5. Develop policies and/or procedures and their guidelines.
   • Documentation of sources must be provided.
   • 20 points (20 points max)

6. Implement new product, equipment, or service. Coordinates the implementation of new product, equipment or service.
   • Development of action plan for implementation including: acceptance testing, staff education, projected time frame and follow up.
   • 20 points (20 points Max)

7. Product or equipment evaluation for capitol purchase: Coordinates the evaluation of new products, equipment or service. Independently gather feed back from staff and physicians and report findings to division and Manager’s Group.
   • Utilize FADE.
   • 10 points (20 points Max)

**Wildcard: use in any category where needed but topic must be category specific and demonstrative of level for which you are challenging:**

1. Submit professional practice, clinical practice, leadership, or quality improvement related article for inclusion on VCUHS Radiology website: [www.radimage.vcu.edu](http://www.radimage.vcu.edu).
   • Submit article ideas for approval and final article to Sharon Gibbs at sgibbs@mcvh-vcu.edu.
   • 10 points each.
   • Max 20 points.
VCU Medical Center
Radiologic Technologist Career Ladder
Application Form

Name:__________________________                 Employee#_________________

Department:_______________________   Section: ____________PO Box#___________

Manager: ___________________ Immediate Supervisor: ________________________

Date of hire to current position:______________

VCU Graduate? Yes/No                If yes, date of Graduation:______

Applying for Career Ladder Level: 1 2 3 (circle one)

Check one: ___New Application ___Reapplication (Date of initial application _____________)

My signature below indicates my pledge that I have personally completed all of the requirements for this level.

_____________________________________           _________________
Applicant Signature                                                 Date

FOR OFFICE USE ONLY:

Date Application reviewed:                                   __/__/20__      Decision:___ Accepted ___Denied

Date applicant notified of decision:                         __/__/20__

Will there be an appeal?                                      ____ YES  ____ NO

If YES, appeal board meeting date:                           __/__/20__

Appeal Board Decision:                                       ___ Accepted ___Denied

Date notified of Appeal Board decision:                      __/__/20__

Date of change of status completed:                         __/__/20__

Date HR notified:                                            __/__/20__

__________________________________________               ______________________
Review Board Chair Signature:________________________________ Date:_______________________
Letter of Intent to Apply to Radiologic Technology Career Ladder

Name: _________________________________  Section: ___________________________

I plan to submit my portfolio for review:

- April 1st, 20____
- October 1st, 20____

I will be challenging Career Ladder Level:

- 1
- 2 Date of Level 1 achievement ____________________
- 3 Date of Level 2 achievement ____________________

I understand that:

- The Letter of Intent must be received by Sharon Gibbs, Career Ladder Board Chair no later than 4pm on the Letter of Intent deadline date. For additional information on the Letter of Intent see: “How to Challenge the Radiologic Technologist Career Ladder” section of this manual.

- My portfolio must be personally delivered to Sharon Gibbs (or her designee) no later than 4PM on the portfolio due date. No exceptions.

- It is my responsibility to ask for clarification regarding the career ladder challenge process and criteria. Inquiries should be directed to the Career Ladder Board Chair @ sgibbs@mcvh-vcu.edu.

- Portfolios will be judged objectively and fairly and in accordance with the rules, regulations, and policies set forth the in the Radiologic Technology Career Ladder Application Packet.

__________________________________  ________________________
Applicant Signature                       Date
Challenge Plan Format

Prior to requesting a letter of endorsement from the manager and supervisor, the applicant must prepare a challenge plan broken down by section (professional practice, clinical practice, leadership, quality improvement) that describes how you foresee obtaining your points. Your supervisor and manager must initial this plan before a letter of endorsement is issued. It is up to the discretion of your manager and supervisor to reject or endorse projects. Changes to the plan must be endorsed by the manager and documented via Challenge Plan Change Proposal. The plan should be organized in an outline format with thoughts and ideas for how you will achieve each objective listed as bullets underneath of the description of the objective.

Employee Name: ____________________  Section: ________________  Portfolio Date: ___________

Manager: __________________________

Professional Practice:

Clinical Practice:

Leadership:

Quality Improvement:

Comments:

Manager Comments:

Initial Review Date:        __________________

Tech Signature:              _______________________________

Manager Signature:       ________________________________
Challenge Plan-Change Proposal Format

Employee Name: ____________________  Section: ________________  Portfolio Date: ___________

Manager: ______________________

Changes:

Professional Practice:

Clinical Practice:

Leadership:

Quality Improvement:

Comments:

Manager Comments:

Tech Signature: _______________________________

Manager Signature: ________________________________
Presentation Summary Form Format

Speaker:

Topic/Title:

Date:

Time:

Location:

Audience:

# of Attendees:

Purpose of Presentation:

Summary of Presentation (include handouts):
Manager’s Letter of Endorsement for Challenging the VCUHS Radiologic Technologist Career Ladder

Date:

I have carefully reviewed the portfolio of ____________________________ who will be challenging the Career Ladder at Level 1  2  3 (circle one). He/she has my endorsement to challenge the Radiologic Technologist Career Ladder at the proposed level.

My signature below confirms that this employee meets all of the following core requirements for challenging the career ladder:

1. Employee is full-time and non-exempt.
2. Employee is ARRT, CNMT, or ARDMS certified/registered.
3. Employee has obtained a minimum of “Meets Expectations” in all areas of the most recent performance appraisal.
4. Employee has had no attendance or punctuality problem during most recent review period.
5. Employee meets all VCUHS and Radiology mandatory compliance standards including certifications, PPD, HIPPA, customer service, CPR, competencies.
6. Employee has had no incidence of disciplinary action within previous 24 months.

Sincerely,
Speaker Evaluation

Presenter’s Name: __________________________ Date: ____________________

Topic: ________________________________________________________________

1. Style of delivery: Did the speaker communicate the material effectively, offer clear and concise explanations and use an appropriate delivery style?
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

2. Use of Teaching Aids? Were aids appropriate and understandable?
Excellent   Good   Fair   Poor
Comment:
_____________________________________________________________________________________
_____________________________________________________________________________________

3. Organization: Did the presenter organize the material in a coherent and easy to follow manner?
Excellent   Good   Fair   Poor
Comment:
_____________________________________________________________________________________
_____________________________________________________________________________________

4. Research and preparation: Did the presentation show adequate research and preparation of the subject?
Excellent   Good   Fair   Poor
Comment:
_____________________________________________________________________________________
_____________________________________________________________________________________

5. Was the presentation session helpful to you?
_____________________________________________________________________________________
_____________________________________________________________________________________

6. In what areas do you feel the presenter needs the most improvement, if any, in the presentation session?
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

7. Did the presentation provide you with additional knowledge of the subject matter presented?
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
Presentation Sign in Sheet

Presenter’s Name: __________________________ Date: ____________________

Topic: _________________________________________________________________

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**RADIOLOGIC TECHNOLOGY CAREER LADDER**

**Summary of Verification of Continuing Education Requirements**

Name:_______________________________________________

Performance Appraisal Month/Year: ___________________

Unit or Department:___________________________________

**VCU Health System Policy:** Employees who have been awarded Career Ladder status will need to complete Educational Requirements annually and present evidence of this at the time of their performance appraisal. Contact Hour Requirements: Level 1 (15 Cat A or Voice); Level 2 (18 Cat A or Voice); Level 3 (20 Cat A or Voice) ARRT or Voice(Nuclear Medicine) guidelines apply to utilization of continuing education.

**Note:** If subject matter content is not evident from title, please provide a brief description.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic/Subject Matter (Including presentations)</th>
<th>Name of Speaker/Sponsor</th>
<th>Length of Time</th>
<th>Number of CE Units Awarded</th>
<th>Total</th>
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**Total Completed CE Contact Hours at Annual Evaluation:** ______________

__________________________________________      ____________________
Technologist Signature          Date
SELF REVIEW COVER PAGE

Manager’s signature indicates personal review of the content of the employee’s self review and does not indicate agreement with the employee’s self-review evaluation and comments.

Employee: ____________________________

Manager Name: ____________________________

Manager Signature: ____________________________ Date: ____________________________
Career Ladder Level 1 Scoresheet

General Behaviors and Expectations: Technologists practicing at Level 1 must demonstrate knowledge, skills, and abilities in all routine tasks associated with their experience and current job responsibilities. The technologist should be considered a competent, proficient, reliable, and valued team member. The technologist should communicate with others in clear, understandable and courteous manner. It is expected that a technologist performing at this level will seek ways to assist others, complete tasks ahead of schedule, demonstrate the ability to resolve routine issues independently, and gathers pertinent information prior to seeking help for complex problems. As a CL1 technologist, the employee consistently turns in good, quality work with few inconsequential mistakes and provides valued and satisfied customer interactions. Employee independently seeks self-development opportunities, is a fast-learner, and is willing to try new ideas.

Initial Scoring of the Portfolio:
Using the scaled described below and the description of each item on the scale, board members read and score the portfolio. A number is assigned to evidence presented. If no evidence is presented in the portfolio for a particular task/standard a score of 0 will be applied.

Scale:
0 = No evidence presented to support task/standard.
1 = The quality of the evidence presented is less than expectation for the level challenged and more indicative of a lower ladder level.
2 = The quality of the evidence presented needs strong additional support during the interview to minimally meet the expectations of the level challenged.
3 = The quality of the evidence presented minimally meets the expectations for the level challenged, and needs additional supporting evidence.
4 = The evidence meets the expectation for the level challenged.
5 = Strong evidence. Meets the criteria for the level challenged without question; may begin to meet standards of the next higher level.
6 = Exceptional evidence. Could stand alone to meet the expectations for the level challenged; may be evidence of readiness to challenge the next higher level.

<table>
<thead>
<tr>
<th>General Requirements</th>
<th>Score</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Was the letter of intent submitted on time?</td>
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<td>Was the challenge plan submitted on time?</td>
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<td>Quality of Patient Care/Customer Service Exemplar</td>
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<td>Quality of Letter of Support 3</td>
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<td>Was PFP supportive of behaviors of level challenged?</td>
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<td>Quality of Self Review</td>
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<td>Overall Presentation of Portfolio</td>
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Total Score
Average Score (Total/11)

Evaluator: ____________________________ Date: ____________________________
Career Ladder Level 2 Scoresheet

General Behaviors and Expectations:
Technologists practicing at Level 2 must demonstrate knowledge, skills, and abilities in all routine tasks and most advanced tasks associated with their experience and current job responsibilities. The CL2 technologist should be considered a valued team member who often participates in special projects, pools resources to get the job done, and seldom needs assistance. The CL2 technologist should be considered a very effective communicator of ideas both orally and in writing. It is expected that a technologist performing at this level will proactively help others meet their goals and assignments, support coworkers and student in their development of skills, and resolve most issues, even non-routine issues, successfully. As a CL2 technologist, the employee participates in quality improvement activities and goes beyond the basics to help customers. Employee is very adaptable to change, is considerate of other viewpoints, is resourceful, and consistently contributes to overall team effort.

Initial Scoring of the Portfolio:
Using the scaled described below and the description of each item on the scale, board members read and score the portfolio. A number is assigned to evidence presented. If no evidence is presented in the portfolio for a particular task/standard a score of 0 will be applied.

Scale:
0 = No evidence presented to support task/standard.
1 = The quality of the evidence presented is less than expectation for the level challenged and more indicative of a lower ladder level.
2 = The quality of the evidence presented needs strong additional support during the interview to minimally meet the expectations of the level challenged.
3 = The quality of the evidence presented minimally meets the expectations for the level challenged, and needs additional supporting evidence.
4 = The evidence meets the expectation for the level challenged.
5 = Strong evidence. Meets the criteria for the level challenged without question; may begin to meet standards of the next higher level.
6 = Exceptional evidence. Could stand alone to meet the expectations for the level challenged; may be evidence of readiness to challenge the next higher level.

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<td>Quality of Letter of Support 1</td>
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<td>Was PFP supportive of behaviors of level challenged?</td>
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<td>Overall Presentation of Portfolio</td>
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Total Score

Average Score (Total/11)

Evaluator: ___________________________________________ Date: ___________________________
### General Behaviors and Expectations:

Technologists practicing at Level 3 must demonstrate knowledge, skills, and abilities in all routine and advanced tasks associated with their current job responsibilities. The technologist should possess a thorough knowledge of techniques, processes, procedures, services, equipment, and materials required to get the job done. The CL3 technologist should be considered an expert in their modality field by peers. The CL3 technologist should be completely reliable, need little or no supervision, able to work through unfamiliar situations with ease, and able to resolve complex or sensitive issues creatively and successfully. The CL3 consistently produces the highest possible quality of work and initiates quality improvement activities as needed. The CL3 technologist encourages personal and professional growth of others while continuing to seek their own growth opportunities, is open to change and adapts quickly, works effectively with others and has exceptional interpersonal skills. Additionally, the CL3 is capable of coordinating complex customer service issue resolution and receives frequent customer compliments.

### Initial Scoring of the Portfolio:

Using the scaled described below and the description of each item on the scale, board members read and score the portfolio. A number is assigned to evidence presented. If no evidence is presented in the portfolio for a particular task/standard a score of 0 will be applied.

**Scale:**
- 0 = No evidence presented to support task/standard.
- 1 = The quality of the evidence presented is less than expectation for the level challenged and more indicative of a lower ladder level.
- 2 = The quality of the evidence presented needs strong additional support during the interview to minimally meet the expectations of the level challenged.
- 3 = The quality of the evidence presented minimally meets the expectations for the level challenged, and needs additional supporting evidence.
- 4 = The evidence meets the expectation for the level challenged.
- 5 = Strong evidence. Meets the criteria for the level challenged without question; may begin to meet standards of the next higher level.
- 6 = Exceptional evidence. Could stand alone to meet the expectations for the level challenged; may be evidence of readiness to challenge the next higher level.

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<thead>
<tr>
<th>General Requirements</th>
<th>Score</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Was the letter of intent submitted on time?</td>
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<tr>
<td>Was the challenge plan submitted on time?</td>
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<tr>
<td>Quality of Challenge Plan</td>
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<td>Quality of Clinical Practice Exemplar</td>
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<td>Quality of Patient Care/Customer Service Exemplar</td>
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<td>Quality of Letter of Support 1</td>
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<td>Quality of Letter of Support 2</td>
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<tr>
<td>Quality of Letter of Support 3</td>
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<tr>
<td>Was PFP supportive of behaviors of level challenged?</td>
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<td>Quality of Self Review</td>
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<tr>
<td>Overall Presentation of Portfolio</td>
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<thead>
<tr>
<th>Total Score</th>
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<tbody>
<tr>
<td>Average Score (Total/11)</td>
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Evaluator: ________________________  Date: ________________________