THE PURPOSE OF THIS TOOL IS TO DOCUMENT:

1. The employee’s self assessment of experience/no experience in performing the standard.

2. The preceptor’s/sponsor’s assessment as to whether the performance standards have been achieved during orientation.

3. The manager’s evaluation of initial performance proficiency per standard.

1. **The Employee - Self Assessment - Column 1**

   This tool is used to evaluate your educational needs so that we may provide you with learning experiences to enable you to function independently in your job.

   Place a (√) checkmark in the first column beside each performance standard if you have had experience in performing that standard. Leave it blank if you have had no experience performing that standard.

2. **The Preceptor/Sponsor - Orientation - Column 2**

   This tool is used to evaluate the educational needs of the employee new to the job.

   In the second column under Orientation, indicate with a (√) checkmark and your initials when the orientee has been oriented to that performance standard. Comment in the “comment section”.

   Skills or knowledge that must be credentialed will be (*) asterisked. This facility defines credentialing as compliance to internal standards by performing behaviors/tasks in simulation or clinically/on the job without coaching while being monitored by a credentialed person.
A preceptor/sponsor is anyone that assists with orientation. Signatures must be present on page two (2) to identify all initials on the tool.

Signature ___________________________  Initials ____________

______________________________ __________   ___________

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3. **Initial Evaluation/Appraisal - The Manager - Column 3**

This tool is used to evaluate the employee’s performance at the end of orientation and/or at the end of the ninety (90) day trial. If it is determined in the orientation process before the end of the 90-day trial that the employee is not suited for the job, employment may be terminated. The orientation tool and termination notice are to be submitted to Human Resources. Employees who receive a “0” or “1” rating in any performance standard may be terminated or they may participate in an extended “orientation/trial period” of an additional ninety (90) days. Specific objective goals must be developed with the employee to be met by the end of the extension.

Standards that are rarely “performed” may be “discussed” as indicated by a (✓) checkmark and a comment in the comment’s section.

When the employee has completed orientation and the trial period(s) satisfactorily, the manager submits the orientation/initial performance appraisal tool which includes a “Goal Sheet” that will become part of the annual performance appraisal.

**JOB SUMMARY:**

An employee with responsibility/accountability for leading, developing, coordinating and managing a department or program, defining the mission, goals, budget and performance standards for the area to produce a desired outcome.
ESSENTIAL FUNCTIONS:

Rating I. LEADERSHIP SKILLS: Leads employees to accomplish all job objectives; inspires confidence and motivation; clearly defines expectations, and maintains personal effectiveness under pressure.

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<td>A. Demonstrates familiarity with, and has working knowledge of all subordinate job standards.</td>
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<td>B. Counsels on a formal/informal basis with individual employees regarding job expectations.</td>
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<td>C. Exhibits positive, enthusiastic attitude related to own job and job requirements of others.</td>
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<td>D. Demonstrates professional attitude when dealing with co-workers in all situations.</td>
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<td>E. Assists in determining department scope of care or service in relation to the values, mission and strategic plan of the health system.</td>
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<td>F. Assists in determining the system for intradepartmental functions in keeping with hospital systems and communicates it to staff. Monitors effectiveness.</td>
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<td>G. Demonstrates leadership skills of:</td>
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<td>1. Critical thinking</td>
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<td>2. Conflict management</td>
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<td>3. Negotiation</td>
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<td>4. Personnel development</td>
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<td>H. Assists supervisor as needed in projects.</td>
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<td></td>
<td></td>
<td>I. Demonstrates leadership ability to guide staff to utilize age specific competencies for populations served. Check those that apply to this department/unit:</td>
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<td>1. Infant (0-1)</td>
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<td>2. Toddler (1-3)</td>
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<td>3. Young Middle Adult (20-65)</td>
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<td>4. Pre-School (3-6)</td>
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<td>5. Older Adult (65+)</td>
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<td>6. School Age (6-12)</td>
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COMMENTS:
Rating II. **BUDGET & SUPPLIES:** Demonstrates knowledge of budget classifications and how to access supplies through the system using appropriate order systems.

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A. Assists in developing departmental budget utilizing administrative guidelines, department productivity standard and anticipated scope of service.

B. Verifies necessity for overtime hours worked by all technologists in department.

C. Documents procedures and initiates patient charges for reimbursement.

D. Consistently looks for ways to decrease cost while maintaining quality.

COMMENTS:

Rating III. **TECHNICAL SKILLS:** Demonstrates appropriate competency in selected skills which are pertinent to areas of responsibility.

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A. Uses hospital communication system per procedure.

1. Pocket pager systems (Communications)
2. E-Mail
3. Paging system (Communications)
4. CRT/PC (Educational Services, classes)
5. Phone Mail (Communications) see phone book
6. Mail and Messenger (Communications)

B. Demonstrates department technical skills.

1. Patient Care

   a. Performing patient assessment for patients in an ongoing and systematic manner.
   b. Understanding of anatomical positioning and physiology.
   c. Formulating/following a goal directed plan of care which is prioritized and based on the medical diagnoses and anticipated patient outcomes.
   d. Implementing care for patients in a knowledgeable, skillful, consistent, and continuous manner by utilization of, and adherence to, departmental and/or system standards.
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**e. Providing clinical skills to persons receiving radiologic/diagnostic procedures of the breast including:**

1. Mammograms
2. Needle localization and breast specimen films
3. Core biopsies
4. Mammotest
5. Ultrasound guided
6. Special views of mammography
7. Cone compressions
8. Magnification views
9. Special angled views
10. Tangential views
11. Reverse CC and MLO views
12. The augmented breast
13. Methylene blue breast injection
14. Galactography
15. Breast ultrasound
16. Cyst aspiration
17. Sentinel node localization

**f. Evaluating effectiveness of care given by health care team members including an evaluation of the contribution of systems and environment in progressing patients toward goal.**

**g. Insuring quality monitoring for patient care services.**

**h. Office Equipment**

1. Personal computer equipment and software
2. The Women’s Center software
3. AS400 operating system
4. Printers
5. Hospital mainframe
6. Copier/fax
7. Phone system
8. Dictation equipment
9. X-ray view boxes

**COMMENTS:**
Rating IV. **LEGAL ISSUES:** Knowledge of legal issues in all aspects of operations to ensure compliance with regulatory agencies and rights of all customers.

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A. Maintains a system of confidentiality according to hospital policies and procedures.

B. Assists Coordinator with developing and implementing policies and procedures to meet state and federal regulations.

C. Assures compliance with:
   1. Patient self-determination
   2. Patient bill of rights
   3. Copyright law
   4. Hospital employment practices
   5. Safe Medical Device Act
   6. Corporate Compliance Policies
   7. Hospital policy for physician referrals
   8. Legal issues regarding healthcare advertising
   9. Liability issues regarding client healthcare advice
   10. Employment practices

D. Keeps appraised of new legislation affecting department.

COMMENTS:

Rating V. **SAFETY/EMERGENCY SITUATIONS:** Sets and communicates department and/or program standards in keeping with regulatory agencies and hospital policies.

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A. Assists with writing, communicating, and enforcing the hospital safety process, which includes departmental specific plan emergency preparedness, hazardous material/waste program, security management plan, life safety/management (fire plan), equipment management and utilities management.

B. Assists with enforcing department response to hospital emergencies such as Code Red, Code Blue etc.

COMMENTS:
VI. KNOWLEDGE BASE: Determines level of knowledge and evaluates performance of personnel, demonstrates leadership, budget, policy, procedure and organizational structure knowledge.

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A. Performs and oversees others in performance of routine diagnostic radiological procedures.

B. Demonstrates comprehensive knowledge of, and oversees others in the use and control of drugs and medications administered in the Breast Care Clinic.

1. Protocol for the control of drugs and medication
2. Contrast reaction protocol
3. Medication administration recording and charting

C. Utilizes and oversees others in sterile technique required for all Breast Care Clinic special procedures.

D. Demonstrates knowledge of, and oversees others in the use and maintenance of Breast Care Clinic equipment including:

1. Mammogram machines
2. Ultrasound machine
3. Mammoviewers
4. All ACR QA testing equipment
5. Processing machines
6. Special paddles and magnification equipment
7. Fax machine
8. Telephone system

E. Demonstrates ability to perform and instruct others in patient scheduling, and understanding of:

1. Scheduling procedures
2. Radiologist schedules
3. Examination preparation
4. Cerner computer system

F. Utilizes and instructs others in the use of all department forms including:

1. Radiology procedure worksheet
2. Radiology request form
3. Problem log – incident report
4. Special procedure consent forms

G. Demonstrates knowledge of, and instructs others regarding the availability of community healthcare resources.

H. Demonstrates knowledge of and instructs others regarding hospital structure and location of other functions of the hospital both as a public and an in-house information tool, and can direct telephone calls, visitors and staff accordingly.
I. Utilizes and instructs others regarding the following job specific
   data/manuals/charts:
   1. Mammography Procedure manuals
   2. American College of Radiology Positioning and QA
testing manual
   3. State and Medicare manual guidelines
   4. Radiology OSHA exposure plan
   5. Radiology isolation procedures
   6. Occupational radiation exposure (film badge) reports
   7. Emergency power procedures
   8. Radiation dose charts

J. Assists Director with determining knowledge base requirements
   of departmental radiological staff.

K. Maintains clinical/service knowledge of breast care related topics
   and related resources according to department policy.

L. Assists Director with setting goals with staff for maintaining and
   improving performance which includes an action plan, time frame,
   and follow-up action.

M. Has a working knowledge of the department’s overall operating
   budget and how a focus on quality can affect the budget.

N. Maintains current knowledge of age specific needs of the patient
   population served. Check those that apply to this leader:
   _____ Infancy (0–1)   _____ Adolescent (13–19)
   _____ Toddler (1–3)   _____ Young/Middle Adult (20–60)
   _____ Preschool (3–6) _____ Older Adult (60+)
   _____ School age (6–12)

O. Maintains a working knowledge of The Women's Center Breast
   Care Clinic resources and assists coordinator with determining
   needs and processes to keep current, accurate resources available.
   1. Library books
   2. Articles
   3. Video and audio tapes
   4. Printed educational materials
   5. Internet access

P. Maintains knowledge base on women’s breast health issues.
   Identifies individual learning needs and communicates process
   for gaining educational experiences to Supervisor.
   1. Participates in professional breast health organizations.
   2. Reviews current breast health literature to learn of trends
      and advances in the field of breast health.

COMMENTS:
**VII. RESPONSIBILITY/ACCOUNTABILITY:** Develops standards and provides systems to monitor and evaluate total departmental/program functions and assumes responsibility for designing methods to improve functions.

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A. Has a working knowledge of all department standards.
   1. Department policies (structure standards)
   2. Department procedures (process standards)
   3. Department protocols (process standard)
   4. Guidelines for using forms (process standard)
   5. Job descriptions (process standards)

B. Documents and Reports
   1. Incident, (patient, employee, guests, physician) within 24 hours.
   2. Quality Assessment and Improvement Activities (quarterly)
   3. Employee competency through performance evaluation (maintains notes regarding performance quarterly to assist with annual evaluation on anniversary date. Monitors goals).
   4. Project Activity (per project as determined)
   5. Budget variance as directed.
   6. Issues affecting department productivity.

**COMMENTS:**

**VIII. TEACHING OTHERS/SELF-DEVELOPMENT:** Complies with the system for ongoing competency maintenance and develops a self assessment plan to maintain personal competency.

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A. Assures hospital, department and unit specific orientation for radiology staff.

B. Assures hospital, department and unit specific re-orientation for radiology staff.

C. Promotes opportunities for individual continuing education within budget.

D. Participates in health care related community activities to:
   1. Identify and communicate community services/resources available to our patients that this facility can utilize and support.
   2. Identify and communicate unmet healthcare needs; to develop or assist in developing ways to meet those needs.
   3. Represents The Women’s Center Breast Care Clinic in the community and communicates the mission and goals of the system.

E. Maintains management competency and knowledge of trends in clinical practice/service to include changes in industry standards and evaluation of same.
**GOALS:** Defines and implements annual departmental/program goals in keeping with the hospital’s mission, vision and strategic plan.

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A. Assists with setting department goals and objectives.

B. Assists with goal evaluation annually.

C. Defines individual radiology employee goals with each employee, evaluating progress toward goal.

**QUALITY:** Understands and participates in the hospital quality process and develops a departmental monitoring system to assure quality.

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A. Assists with development and monitoring of important aspects of care or service according to the hospital quality plan. Assures that minutes of staff meetings which document agenda items and discussion of staff concerns with identified action plans and outcomes are kept.

B. Fosters the values and mission of the hospital to departmental radiology staff.

C. Adheres to the standards of voluntary and state accrediting agencies.

D. Demonstrates knowledge of the quality control processing required by the American College of Radiology, Medicare and the State.

E. Performs and instructs others regarding the following quality procedures:

1. Compression testing
2. Phantom film evaluation
3. Screen film contact testing
4. Darkroom fog test
5. Reject film analysis
6. Darkroom cleanliness
7. Visual check list
8. Analysis of fixer retention

**COMMENTS:**
Rating __ XI. **DELEGATION/COORDINATION**: Demonstrates appropriate delegation and coordination of tasks and duties in the operations of department/program, using appropriate organizational/priority setting skills.

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<td>___   ___   ___</td>
<td>A. Establishes a system of intra-departmental communication to coordinate activities.</td>
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<td>B. Assigns responsibility for intra-departmental function.</td>
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<td>C. Develops the leadership skills of staff through delegation of responsibility/authority.</td>
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<td>D. Empowers staff to achieve their best professionally and guides them through creative problem solving.</td>
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COMMENTS:

Rating __ XII. **COMMUNICATION**: Determines and demonstrates effective communication methods and defines appropriate lines of authority for the department/program in keeping with administrative and committee structure. Uses all methods of communication to disseminate information to staff in a timely manner.

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<td>___   ___   ___</td>
<td>A. Utilizes current committee structure and formal lines of communication to promote problem solving and decision making and to communicate results.</td>
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<td>B. Demonstrates knowledge of, and instructs others regarding lines of authority.</td>
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<td>C. Maintains confidentiality in all aspects of communication.</td>
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<td>D. Fosters open communication through personal example.</td>
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COMMENTS:
Rating XIII. **PARTNERS IN CARING:** Determines departmental/program customers. Formulates and monitors working relationships which adhere to the Facility Standards.

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A. Practices, and instructs others regarding Facility Customer Relations Standards.
   1. Identifies internal and external customers.
   2. Routinely interacts with customers to maintain awareness of needs and satisfaction of service provided.
   3. Communicates who customers are to staff.

B. Fosters teamwork within department, as well as hospital wide and system wide.

C. Serves in a professional manner as community liaison for The Women’s Center Breast Care Clinic.

D. Demonstrates **PARTNERS** Values and criteria in all aspects of job.
   1. Positive Attitude: A positive attitude is focusing on what is useful, beneficial, and worthwhile in each and every situation. Your attitude is displayed in your words, actions, and facial expressions.
   2. Awareness: Awareness is being sensitive to the safety, health, and needs of our customers. It is being aware of your surroundings. It is maintaining the confidentiality and privacy of our customers.
   3. Respect: Respect the individuality of others through courtesy, kindness, and manners; employ non-judgmental behaviors at all times.
   4. Teamwork: Teamwork is helping each other win and taking pride in each other’s victories. No one person or department alone can provide for the victories. No one person or department alone can provide for the comprehensive needs of our customers. We achieve our goals and save lives working together as a team.
   5. Nurturing: Nurturing is the natural things we do to comfort and encourage those around us. It is the touch of a caring hand, a kind voice, listening, anticipating, and just being there.
   6. Educate: It is our responsibility to be informed employees so that we may accurately educate and direct our customers.
   7. Responsibility: Responsibility is acting with initiative & courage and understanding that the organization and its customers are depending on us.
   8. Service: Service is everything we do to exceed the needs and expectations of our customers at all times.

COMMENTS:
**Rating XIV. STAFFING:** Develops and implements staffing standards for departmental programs with effective, economical use of resources. Monitors staffing and attendance in compliance with the Facility standards.

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**A.** Hires, transfers, promotes, assigns, rewards, counsels, disciplines, and discharges department’s radiology employees according to the policies and procedures of the Facility.

**B.** Assists with development and monitoring department radiology productivity standards.

**1.** Proposes options for solving staffing problems that are within acceptable parameters and utilizes appropriate resources.

**2.** Determines priorities of departmental activities based on available resources and commonly accepted standards.

**C.** Monitors attendance according to hospital policy.

**COMMENTS:**

**Rating XV. PROBLEM SOLVING AND DECISION MAKING:** Practices effective problem identification and resolution skills as a method of sound decision making.

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**A.** Accesses data to manage by fact utilizing quality improvement tools (scatter diagram, bar graphs, cause and effect charts, flow charts, control charts, etc.).

**B.** Utilizes policies and good judgment to establish limits in autonomous decision making.

**C.** Identifies problems which interfere with practice and develops an action plan for resolution.

**COMMENTS:**
**Rating XVI. RESEARCH:** Identifies needs for research activities and implements a plan.

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A. Utilizes internal research systems.
   1. Performance Improvement Findings (Iameter)
   2. Library – Literature search
   3. Missouri Hospital Association
   4. Professional organizations

B. Participates in research activities as identified.

**COMMENTS:**

**Rating XVII. ENVIRONMENTAL RESPONSIBILITIES:** Develops and monitors departmental standards to comply with safety, infection control and customer relations standards. Maintains an aesthetic environment for the department and hospital.

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A. Assists with writing, updating and enforcing OSHA standards for department.

B. Assists with writing, updating and enforcing Infection Control Standards for department.

C. Maintains a safe, clean, orderly, pleasing environment.

**COMMENTS:**

**Rating XVIII. PROJECT/SPECIALIZED JOB KNOWLEDGE:** Identifies and participates in special projects and develops standards and competencies related to implementation.

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A. Assists in the appropriation of feasibility studies for selected new services as directed.

B. Assists in developing strategic plans for The Women’s Center Breast Care Clinic. Identifies goals and objectives related to the plan annually. Keeps Supervisor informed of progress at least quarterly.

C. Actively participates in internal marketing of The Women’s Center Breast Care Clinic to employees of the Facility.

D. Develops and maintains positive relationships with other healthcare professionals, including physicians.

E. Promotes a favorable image of The Women’s Center Breast Care Clinic by serving as a community liaison.

**COMMENTS:**
QUALIFICATIONS:

REQUIRED:
1. Current registration with AART in mammography and/or current registration with American Registry of Diagnostic Medical Sonographers
2. Familiar with age specific needs for the patient population served.
3. Excellent communication skills.
4. Physical demands include frequent standing, walking, and climbing; as well as lifting, carrying, pushing and pulling of objects in excess of 100 pounds.

PREFERRED:
1. Current registration with the American Registry of Diagnostic Medical Sonographers in Breast Ultrasound.
2. Prefer management experience.

OVERALL PHYSICAL JOB RATING: Very Heavy.

OTHER COMMENTS AS APPROPRIATE: