

ANNEX A. LEVEL ALIGNMENT MATRIX BETWEEN SPECIALIZED MEDICAL TECHNOLOGY/MEDICAL LABORATORY SCIENCE DIPLOMATE QUALIFICATION OUTCOMES AND THE PQF LEVEL 7 DESCRIPTORS

NAME OF QUALIFICATION
QUALIFICATION CODE

Certificate of Diplome in Specialized Medical Technology/ Medical Laboratory Science - Laboratory Management and Leadership
POMT 70914-1

PROFESSIONAL PRACTICE OUTCOMES	PQF Level 7		
	Certificate of Diplome in Specialized Medical Technology/Medical Laboratory Science in Laboratory Management and Leadership (POMT 70914-1)		
	Knowledge, Skills and Values ¹	Application ²	Degree of Independence ³
For Clinical Laboratory Setting only: 1. Assists the head of the laboratory/pathologist in the management operations by applying advanced knowledge in Medical Technology practice, management, and leadership functions in organizations as indicated by the following competencies: 1.1 Exemplifies the mission, vision, and values for the laboratory 1.2 Adapts organizational structure to meet the laboratory's mission and directives for laboratory programs 1.3 Manages laboratory programs consistent with laws and regulations related to laboratory operations 1.4 Develops processes and procedures to manage technical operations 1.5 Monitors the effectiveness of the emergency management and response plan at the programmatic level 1.6 Manages the improvement of analytical and operational services 1.7 Evaluates the quality of services for continued quality improvement 1.8 Identifies strategies and activities to improve customer service 1.9 Directs the management of projects at the programmatic level 1.10 Directs activities to monitor and evaluate the effectiveness of laboratory programs	1.1 1.2 1.3 1.4 1.5 1.6 1.7 1.8 1.9 1.10	1.1 1.2 1.3 1.4 1.5 1.6 1.7 1.8 1.9 1.10	
For Non-Clinical Laboratory Setting: 1. Manages operations by applying advanced knowledge and skills in medical technology practice, management, and leadership functions in organizations as indicated by the following competencies: 1.1 Exemplifies the mission, vision, and values for the organization 1.2 Adapts organizational structure to meet the laboratory's mission and directives for departmental/divisional programs 1.3 Manages departmental/divisional programs consistent with laws and regulations related to	1.1 1.2 1.3	1.1 1.2 1.3	1.1 1.2 1.3

¹ Demonstrated advanced knowledge and skills in a specialized or multi-disciplinary field of study for professional practice, self-directed research and/or lifelong learning

² Applied in professional/creative work or research that requires self-direction and/or leadership in a specialized or multi-disciplinary professional work/research

³ High substantial degree of independence that involves exercise of leadership and initiative individual work or in teams of multi-disciplinary field

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functional operations			
1.4 Develops processes and procedures to manage technical operations for the firm	1.4	1.4	1.4
1.5 Monitors the effectiveness of the emergency management and response plan at the programmatic level	1.5	1.5	1.5
1.6 Manages the improvement of analytical and operational services of the firm	1.6	1.6	1.6
1.7 Evaluates the quality of services for continued quality improvement of the firm	1.7	1.7	1.7
1.8 Identifies strategies and activities to improve customer service	1.8	1.8	1.8
1.9 Identifies strategies and activities to improve customer service	1.9	1.9	1.9
1.9 Directs the management of projects at the programmatic level	1.9	1.9	1.9
1.10 Directs activities to monitor and evaluate the effectiveness of departmental/divisional programs	1.10	1.10	1.10
For Clinical Laboratory Setting only:			
2. Assists the head of the laboratory/pathologist in ensuring development, implementation, and review of internal policies for the organization:	2.1	2.1	
2.1 Prepares internal policies based on evaluation of short- and long -term consequences of potential policies	2.2	2.2	
2.2 Ensures staff compliance with laboratory-wide policies	2.3	2.3	
2.3 Evaluates internal policies			
For Non-Clinical Laboratory Setting:			
2. Ensures development, implementation, and review of internal policies for the organization	2.1	2.1	2.1
2.1 Prepares internal policies based on evaluation of short- and long -term consequences of potential policies for the institution	2.2	2.2	2.2
2.2 Ensures staff compliance with department/division-wide policies	2.3	2.3	2.3
2.3 Evaluates internal policies for the whole department/division			
For Clinical Laboratory Setting only:			
3. Assists the head of the laboratory/pathologist in ensuring sound financial management	3.1	3.1	
3.1 Reconciles in reconciling budgets, expenditures, and income	3.2	3.2	
3.2 Manages revenue and income for the laboratory	3.3	3.3	
3.3 Ensures staff compliance with guidelines and limits for expenditures	3.4	3.4	
3.4 Optimizes the financial management system for the laboratory	3.5	3.5	
3.5 Manages resources for the laboratory			
For Non-Clinical Laboratory Setting:			
3. Ensures sound financial management	3.1	3.1	3.1
3.1 Reconciles budgets, expenditures, and income	3.2	3.2	3.2
3.2 Manages revenue and income for the institution	3.3	3.3	3.3
3.3 Ensures staff compliance with guidelines and limits for expenditures	3.4	3.4	3.4

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	Knowledge, Skills and Values ¹	Application ²	Degree of Independence ³
3.4 Optimizes the financial management system for the institution 3.5 Manages resources for the institution	3.5	3.5	3.5
For Clinical Laboratory Setting: 4. Assists the head of the laboratory/pathologist in ensuring effective management of both human and financial resources for the institution 4.1 Manages human and financial resource requirements and policies for the clinical laboratory 4.2 Manages Equal Employment Opportunity (EEO) requirements and policies for the clinical laboratory 4.3 Manages the development and implementation processes for position descriptions 4.4 Performs on-going gap analysis to address staff licensure requirements 4.5 Evaluates the competency assessment program 4.6 Monitors staff progress on agreed-upon performance parameters 4.7 Evaluates effectiveness of the performance appraisal process in improving laboratory productivity and practice 4.8 Integrates mechanisms to support cooperation and manage conflict across the laboratory 4.9 Analyzes the use of progressive discipline within the laboratory 4.10 Assesses professional development gaps to ensure and support staff competency development 4.11 Develops criteria for staff advancement 4.12 Develops succession plans that consider current and future needs	4.1 4.2 4.3 4.4 4.5 4.6 4.7 4.8 4.9 4.10 4.11 4.12	4.1 4.2 4.3 4.4 4.5 4.6 4.7 4.8 4.9 4.10 4.11 4.12	
For Non-Clinical Laboratory Setting: 4. Ensures effective management of both human and financial resources for the firm 4.1 Manages human resource requirements and policies for the organization 4.2 Manages Equal Employment Opportunity (EEO) requirements and policies for the organization 4.3 Manages the development and implementation processes for position descriptions in the organization 4.4 Performs on-going gap analysis to address staff licensure requirements for the organization 4.5 Evaluates the competency assessment program for the organization 4.6 Monitors staff progress on agreed-upon performance parameters for the organization 4.7 Evaluates effectiveness of the performance appraisal process in improving organizational productivity and practice 4.8 Integrates mechanisms to support cooperation and manage conflict across the organization 4.9 Analyzes the use of progressive discipline within the firm 4.10 Assesses professional development gaps to ensure and support staff competency development for the organization	4.1 4.2 4.3 4.4 4.5 4.6 4.7 4.8 4.9 4.10 4.11 4.12	4.1 4.2 4.3 4.4 4.5 4.6 4.7 4.8 4.9 4.10 4.11 4.12	4.1 4.2 4.3 4.4 4.5 4.6 4.7 4.8 4.9 4.10 4.11 4.12

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4.11 Develops criteria for staff advancement for the organization			
4.12 Develops succession plans that consider current and future needs for the organization			
For Clinical Laboratory Setting:			
5. Assists the head of the laboratory/pathologist in modelling leadership behavior	5.1	5.1	
5.1 Ensures staff compliance with the policies and procedures related to ethical practices and a professional code of conduct	5.2	5.2	
5.2 Ensures the open and frequent exchange of communication between laboratory staff	5.3	5.3	
5.3 Leads in cross-functional teams to accomplish projects	5.4	5.4	
5.4 Develops programs that support a culture of staff engagement	5.5	5.5	
5.5 Develops staff recognition programs	5.6	5.6	
5.6 Establishes coaching and mentoring programs	5.7	5.7	
5.7 Leads critical thinking activities to achieve improvements in laboratory processes	5.8	5.8	
5.8 Incorporates systems thinking into directing laboratory operations	5.9	5.9	
5.9 Integrates strategic thinking into decisions and long-term planning regarding laboratory operations	5.10	5.10	
5.10 Leads the development of change management initiatives with the laboratory	5.11	5.11	
5.11 Identifies gaps in engagement with external stakeholders to support the activities of the laboratory	5.12	5.12	
5.12 Promotes external policy development to support the organization's mission and vision	5.13	5.13	
5.13 Facilitates participation of key stakeholders to promote the health of populations			
For Non-Clinical Laboratory Setting:			
5. Models leadership behavior	5.1	5.1	5.1
5.1 Ensures staff compliance with the policies and procedures related to ethical practices and a professional code of conduct in the organization	5.2	5.2	5.2
5.2 Ensures the open and frequent exchange of communication between and among manpower in the Organization	5.3	5.3	5.3
5.3 Leads cross-functional teams to accomplish projects in the organization	5.4	5.4	5.4
5.4 Develops programs that support a culture of staff engagement in the organization	5.5	5.5	5.5
5.5 Develops staff recognition programs in the organization	5.6	5.6	5.6
5.6 Establishes coaching and mentoring programs in the organization	5.7	5.7	5.7
5.7 Leads critical thinking activities to achieve improvements in organizational processes	5.8	5.8	5.8
5.8 Incorporates systems thinking into directing organizational operations	5.9	5.9	5.9
5.9 Integrates strategic thinking into decisions and long-term planning regarding departmental/divisional operations	5.10	5.10	5.10
5.10 Leads the development of change management initiatives within the organization	5.11	5.11	5.11
5.11 Identifies gaps in engagement with external stakeholders to support the activities of the firm	5.12	5.12	5.12
	5.13	5.13	5.13

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	Knowledge, Skills and Values ¹	Application ²	Degree of Independence ³
5.12 Promotes external policy development to support the organization's mission and vision 5.13 Facilitates participation of key stakeholders to promote the health of populations			
6. Conducts research activities either experimental and clinical or non-clinical laboratory settings			
6.1 Designs and carries out research project/s in medical technology in relation to leadership and laboratory management	6.1	6.1	6.1
6.2 Presents research outputs to the upper management or in scientific fora	6.2	6.2	6.2
6.3 Publishes completed research in national and/or international refereed scientific journals	6.3	6.3	6.3
7. Communicates and collaborates effectively with other specialists and other health professionals in the healthcare institution (with the use of written, oral and Information Technology platforms)			
7.1 Demonstrates proficient management and leadership communication competencies through different communication platforms outside the realm of clinical laboratory	7.1	7.1	7.1
7.2 Develops and deploys innovative marketing communication strategies for the healthcare institution in collaboration with the marketing team of the hospital or institution	7.2	7.2	7.2
8. Assumes leadership in the Medical Technology profession			
8.1 Represents Medical Technology Laboratory profession as resource speaker or scientific paper presenter in local and international conventions and fora	8.1	8.1	8.1
8.2 Contributes to professional advancement of Medical Technology Laboratory Management through life- long learning and innovative practices	8.2	8.2	8.2
8.3 Integrates advanced level of medical technology practice of management in strategic human resource, operations workflow, performance management systems, and change management strategies	8.3	8.3	8.3
8.4 Implements strict adherence to ethical work standards in managing and leading organizations, especially when making decisions, formulating policies, and evaluating standards for medical technology practice	8.4	8.4	8.4