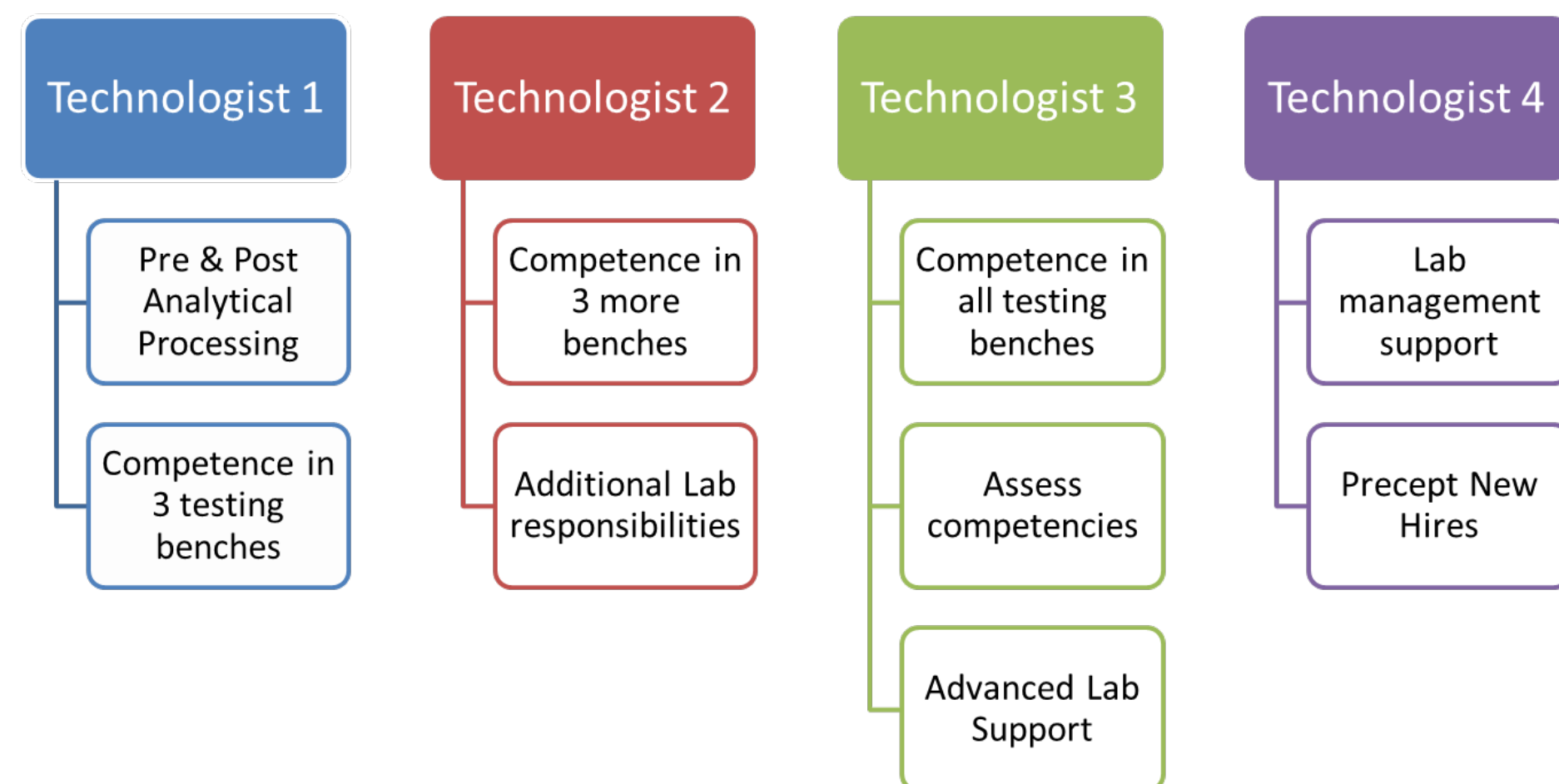


Objective:

Develop and implement a Career Progression Framework to improve retention rates, encourage the development of knowledge and skills, and align compensation to skill development.

Methods:

Laboratory Management developed a career progression framework which consists of four levels of technologists, ranked 1 through 4 with Technologist 1 being an entry level position and Technologist 4 being a lab management support position. Each level corresponds with an appropriate increase in responsibilities and wages. Personnel at the Technologist 1 level perform pre- and post-analytical processing and have competencies in 3 testing benches. Personnel at the Technologist 2 level are competent in three more benches and have additional lab responsibilities. At the Technologist 3 level personnel are competent in all testing benches, assess competencies and provide advanced lab support. Personnel at the highest level, Technologist 4, provide lab management support and precept new hires.

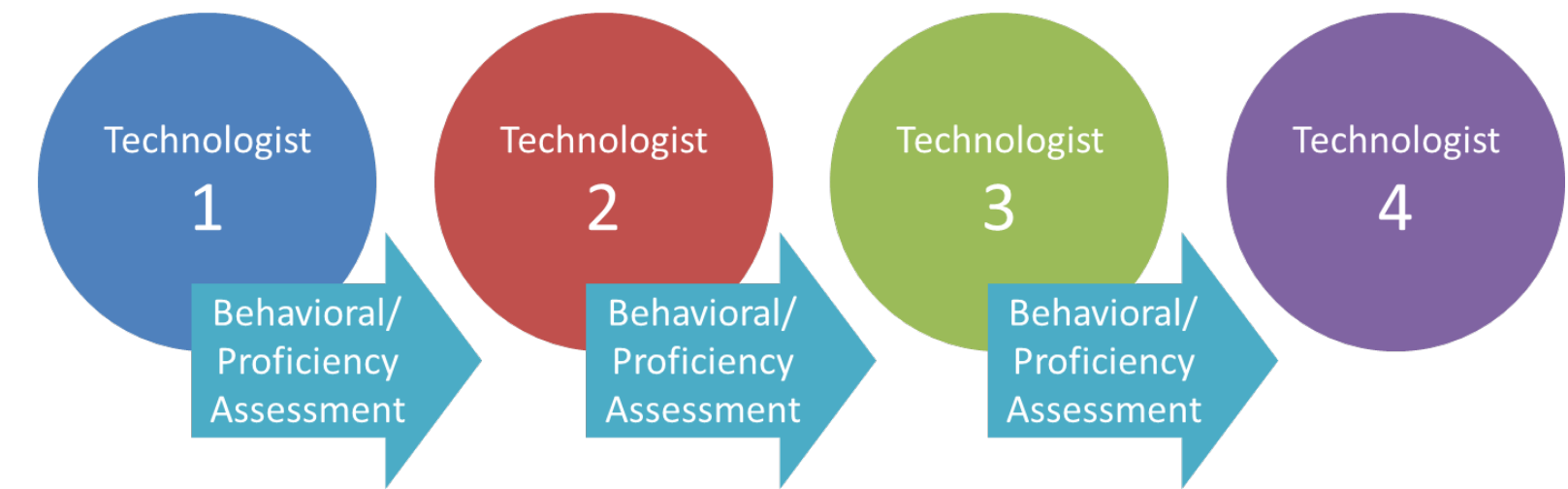


A training plan was developed for each level which describes the specific responsibilities and requirements that must be successfully completed before moving to the next level. The training plan was presented and discussed with each staff member.

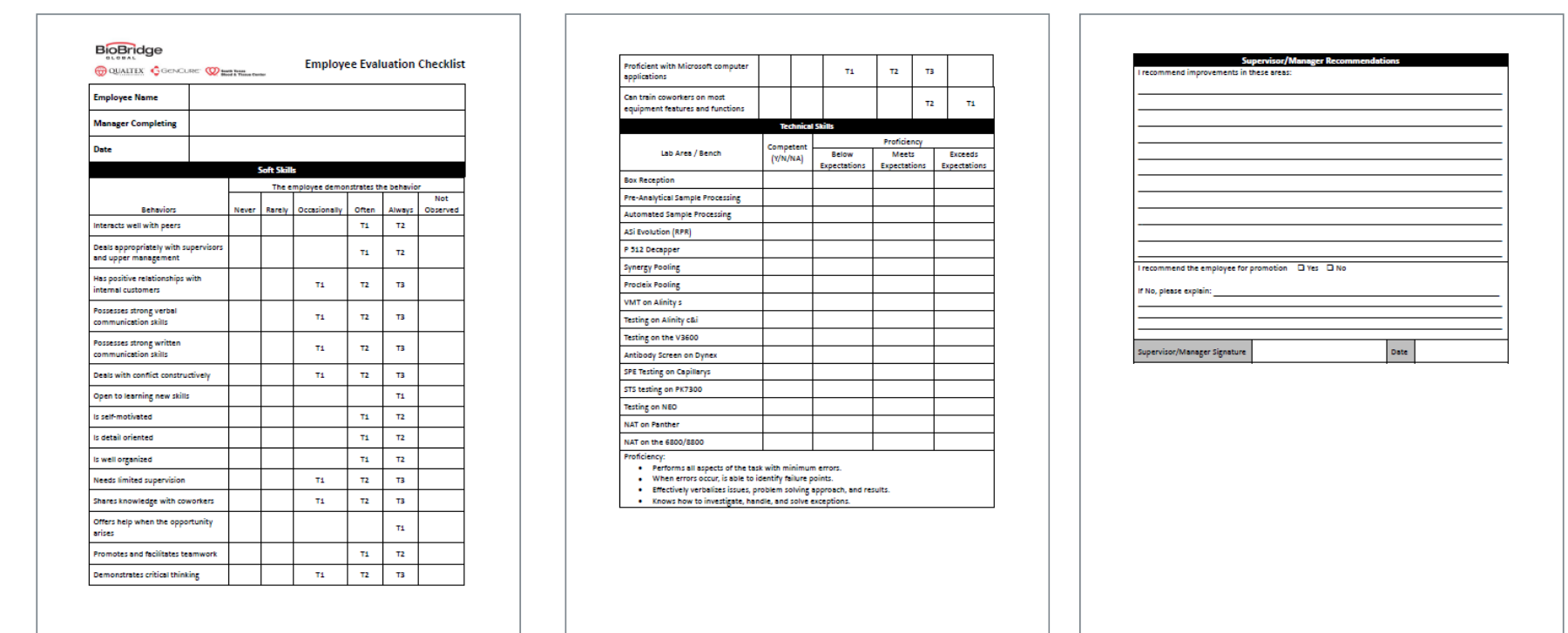
Evaluations must be successfully completed for personnel to move to the next level.

The evaluations include two components:

- Soft Skills (Behaviors)
- Technical Skills (Proficiency in laboratory processes and/or testing benches)



The Laboratory Management developed an Evaluation Checklist listing the behavior expectations and technical skills in order to progress to the next level.



The Evaluation Checklist is completed by the Laboratory Management team and results are summarized with the final progression conclusion.

Results:

Implementation of the career progression framework has been associated with an improvement in retention of laboratory personnel. The current annualized turnover rate for 2023 for the laboratory is 7% compared to 28% in 2022. In addition, cross training increased by 6% when comparing pre-implementation and post-implementation numbers.

Discussion:

The development and implementation of a career progression framework has enabled us to improve the culture of the laboratory by helping to decrease the turnover rate in the laboratory from 28% to 7%. The career development framework has helped in increasing cross training of lab personnel by 6% and support personnel's long-term development in a structured way. It has acted as an occupational roadmap for lab personnel, with each new title bringing employees a step closer to their ideal position.