About AAMI

AAMI is a diverse alliance of nearly 7,000 members from all around the world united by one critical mission—supporting the healthcare community in the development, management, and use of safe and effective medical technology.

AAMI serves as a convener of diverse groups of committed professionals who share one common goal—improving patient outcomes. AAMI also produces expert and objective information on healthcare technology and related processes and issues. AAMI is not an advocacy organization and prides itself on the objectivity of its work.

About AAMI’s Technology Management Council

AAMI’s Technology Management Council (TMC) represents biomedical equipment technicians (BMETs), clinical engineers, and other professionals who manage and service healthcare technology around the world. The TMC creates new networking opportunities; advances and promotes the healthcare technology management (HTM) field to others in healthcare and the public at large; and develops new career and technical resources for professionals in the field. AAMI’s Job Descriptions Task Force—which developed this document—is a task force of the TMC.

AAMI’s Job Descriptions Task Force developed this document with leadership from Alice Waagen, PhD, of Workforce Learning LLC.

If you have any questions about this guide, please contact Danielle McGeary, AAMI’s VP, Healthcare Technology Management, at dmcgeary@aami.org.

Published by
Association for the Advancement of Medical Instrumentation
4301 N. Fairfax Drive, Suite 301
Arlington, Virginia 22203-1633

© 2014 by the Association for the Advancement of Medical Instrumentation
All Rights Reserved
Printed in the United States of America
ISBN 1-57020-554-X
# Table of Contents

## Overview
- Acknowledgements ........................................... 2
- Introduction ................................................................ 3
- Purpose of the Guide ............................................. 3
- How to Use the Guide ............................................. 3
- Note for HTM Leaders ............................................. 3
- Background, History of Project ................................ 4
- Content Overview .................................................. 4

## Getting Started
- The Process ......................................................... 5
  - Step 1: Determine Your Goals ............................... 6
  - Step 2: Identify Your Needs ................................. 7
  - Step 3: Assess Your Current State ....................... 8
  - Step 4: Identify Gaps .......................................... 8
  - Step 5: Create the Plan ....................................... 9
  - Step 6: Work the Plan ....................................... 10

## Toolkit
- HTM Career Progressions .................................... 11
- HTM Career Progression Grids .............................. 11
  - Navigating the Grids ......................................... 11
  - Technician Career Progression Grid .................. 12
  - Clinical Engineer Career Progression Grid ........... 14
- Planning Worksheets ....................................... 15
  - Skills Inventory Worksheet ............................... 15
  - Gap Analysis .................................................. 16
  - Personal Development Plan ............................... 17

## Career Planning Opportunities
- Education .......................................................... 19
- Leadership .......................................................... 20
- General Skills and Experience .............................. 21
- Specific Experience ............................................. 22
- Public Safety and Regulatory Requirements ........... 23
- Customer Service ............................................... 24
- Specific Equipment Expertise ............................... 25

## Communicating Your Plan
- Guide for Meeting with Your Supervisor ............... 27
- Guide for Meeting with HR .................................. 28

## Interviewing Tips
- Dos and Don’ts of Interviewing ............................ 29

## Appendix—FAQs

---

This is a preview edition of an AAMI guidance document and is intended to allow potential purchasers to evaluate the content of the document before making a purchasing decision. For a complete copy of this AAMI document, contact AAMI at +1-877-249-8226 or visit www.aami.org.
Acknowledgements

AAMI would like to extend their gratitude and thanks to the following members who voluntarily gave their valuable time and expertise to this project.

Barbara Christe, PhD
Program Director, Healthcare Engineering Technology Management
Associate Professor, Engineering Technology Department
Indiana University Purdue University, Indianapolis

Mary Coker, CBET, CCE
Director, Clinical Engineering
Providence Hospitals

Barrett Franklin, MS, CCE
Chief Clinical Engineer
VA New England Hospital

Jack E. McNerny, Jr., CBET
Johnson & Johnson Healthcare

Patrick Lynch, CBET, CCE
Global Medical Imaging

David Scott, CBET
Biomedical Technician
Children's Hospital Colorado

Dustin Telford, CBET, CRES, CLES
earthMed and Intermountain Healthcare

Karen Waninger
CE Director
Community Health Network, Indianapolis

Steven Yelton
Professor
Cincinnati State College

This is a preview edition of an AAMI guidance document and is intended to allow potential purchasers to evaluate the content of the document before making a purchasing decision.

For a complete copy of this AAMI document, contact AAMI at +1-877-249-8226 or visit www.aami.org.
Introduction

Welcome to AAMI's Career Planning Handbook. Whether you want to grow in your current position or look for other career opportunities in healthcare technology management (HTM), the guide will provide what you need to know to create meaningful career goals and chart the path to advancement. Career development is much more than getting a new job; it is about growing your skills and experience to advance in your career and be more valuable to your current and future employers. Career advancement is also about taking on new challenges and building your enjoyment for your work and your profession.

Purpose of the Guide

AAMI's goal in creating AAMI's Career Planning Handbook is to foster the development and advancement of its members. Many AAMI members work in institutions where they are part of a small staff of HTM professionals. Finding good guidance on career advancement can be challenging when your organization's leadership lacks the knowledge of careers in the HTM profession. The guide will give you the information you need to have conversations with your organization's leaders on your future career objectives.

How to Use the Guide

AAMI’s Career Planning Handbook has been written to apply to all healthcare providers who employ HTM professionals, both in the clinical setting as well as manufacturing. The guide contains general guidelines for what is needed to advance through the career progressions and positions. Your organization's specific requirements would take precedence over the guidelines provided by AAMI.

The guide will be of value to organizations that have not produced their own career advancement and promotional requirements for HTM professionals. Indicating to all HTM professionals to share the guide with their organization's leadership to use as a roadmap for career advancement.

It is our hope that the guide will also serve to establish career standards among our various employers so that HTM professionals can use the guide to navigate their careers between organizations.

Note for HTM Leaders

If you manage HTM staff, you can use this guide to help your staff develop actionable career paths and personal development plans. Training and developing staff can be a huge asset for organizations. Growing skills and experience not only increases the value of the staff to the organization, it also is a powerful retention tool. Every level of leadership, from frontline supervisors to the C-Suite, is responsible for the development of their direct reports. AAMI’s Career Planning Handbook will give leaders a blueprint to use in creating meaningful, goal-driven development plans for their staff.