

Environmental Scan Of the Radiographer's Workplace: Phase 2

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Background and Objectives

Founded in 1920, the American Society of Radiologic Technologists (ASRT) is the largest radiologic science organization in the world with a worldwide membership of more than 95,000. The mission of the ASRT is to provide members with educational opportunities, promote radiologic technology as a career and monitor state and federal legislation that affects the profession.

To understand the current workplace and use this information to better position and market the radiologic technologist profession, the ASRT commissioned Savitz Research Solutions to conduct a three-phase assessment of the radiologic technologist's workplace.

The objectives of the assessment were to:

- Gain a broad understanding of the workplace as perceived by staff radiologic technologists (R.T.s) compared with administrators' perceptions of the workplace.
- Identify factors and attributes that drive job and career satisfaction.
- Gain an understanding of the general working conditions of radiologic technologists.
- Explore the details behind what is considered best and worst of class.
- Define the various workplace segments as perceived by staff technologists and project the distribution of these workplace segments.

Objectives of Phase 2 were to:

- Obtain a better understanding of the factors and attributes driving satisfaction and dissatisfaction that were identified in Phase 1.
- Identify and describe potential drivers of career, job and workplace satisfaction and dissatisfaction that might not have been identified in Phase 1.

This report summarizes the results of the second phase of the research.

Methodology

A total of 41 respondents who had participated in Phase 1 of the environmental scan were interviewed from November 20, 2001 through January 6, 2001. All participants were staff technologists holding a certification in radiography or administrators whose primary sphere of employment was radiography. Each interview was approximately 45 minutes long and consisted primarily of a discussion detailing the R.T.'s workplace environment, with special probing into the areas identified in Phase 1 as key drivers of satisfaction or dissatisfaction.

Participants

Participants were prescreened according to the following criteria:

- Phase 1 participant. Participants were eligible for Phase 2 only if they had completed and returned the 2001 ASRT Workplace Survey.
- Satisfaction. Two groups of participants were selected for Phase 2: satisfied and dissatisfied administrators and technologists identified from Phase 1. For "satisfied" participants, the average score for Phase 1, Question 4 was in the top quarter of respondents. For "dissatisfied" participants, their Phase 1, Question 4 average score was in the bottom quarter of respondents.
- Work Location. Work settings included hospital and nonhospital settings in rural, suburban and urban areas.

The screening questionnaire and criteria appear in the appendix. After the screening interview, qualified participants scheduled a convenient time to complete a 45-minute, in-depth telephone interview. Participants who completed the telephone interview were paid an honorarium of \$50, with the option of donating the money to the respondent's charity of choice.

General Note

In-depth interviews provide an open forum for participants to express their views about a particular product or service. These interviews are conducted in an atmosphere that facilitates free discussion of the topic. The interviewer serves to introduce issues and encourage expression of ideas.

Clients and researchers can obtain a great deal of information from these interviews. From the tone and amount of conversation about certain issues, they can assess the ideas and attitudes that are important to participants. These responses often have not been anticipated by the client or researcher and may lead to new directions in products or services or to further research. In-depth interviews, however valuable in indicating possible new directions from participants' comments, do not permit statistically valid extrapolations to all people. As such, the summary of findings should be viewed as a set of hypotheses rather than firm conclusions.

Executive Summary

The second phase of the environmental scan involved telephone interviews with 41 of the R.T.s who responded to the Phase 1 survey. The participants were nearly evenly divided among technologists and administrators who expressed very high or (relatively) very low satisfaction with their primary workplace.

The primary goal of these telephone interviews was to lay the foundation for Phase 3 of the environmental scan. The third phase will involve a much larger sample of technologists, employ a smaller set of attributes and attempt to identify clusters of workplaces having similar characteristics and clusters of technologists sharing similar profiles and “match” the two sets.

With this in mind, Phase 2 interviews focused on:

- Gaining a deeper, qualitative understanding of the roots of satisfaction and dissatisfaction within the R.T. workplace.
- Determining whether any attributes identified in Phase 1 and tentatively slated for the Phase 3 survey were questionable because of confusing wording or because they were unimportant to respondents.
- Determining whether any attributes not included in the Phase 1 questionnaire would emerge as important reasons for workplace satisfaction or dissatisfaction.

Minor adjustments to the attribute list for Phase 3 appear to be needed in that:

- Only three attributes (retirement benefits, communications equipment and records management system) were considered to be confusing by 20% or more of the interviewees, and confusion appeared to reflect uncertainty about the employer’s policy on that attribute, rather than confusion as to the meaning of the attribute.
- Only four attributes (personal need facilities such as child care or gym, uniform reimbursement, employee lounge and, surprisingly, Internet communications) were deemed not important by 20% or more of the interviewees.

The interviewees’ comments did, however, suggest that research on R.T.s’ feelings of being safe (or unsafe) at work needed to differentiate between a facility being located in a safe area and protection from workplace hazards, especially exposure to radiation.

The interviews also suggested seven additional attributes that should be included in Phase 3:

- Compensation.
- Work ethic (i.e., among coworkers).
- User-friendly machines.
- Facility layout.
- Flexible scheduling.
- Cross-training.
- Mentoring.

Not all of these attributes were mentioned by large numbers of the interviewees, but they seem to represent “holes” in the coverage of the Phase 1 questionnaire. A substantial proportion of the interviewees referred to the first two attributes (compensation and work ethic), with more than

half of all respondents mentioning compensation. However, the level of concern about pay appeared to be higher among those who had rated their facilities unfavorably. Among satisfied technologists and administrators, pay was brought up casually (e.g., “And, of course, money helps.”), while it seemed to be more of a focus of concern among dissatisfied participants.

Finally, the interviews also yielded some interesting differences among the four groups in how important participants felt that various attributes were in determining technologists’ satisfaction with their workplace. In particular, when asked to describe in their own words what is important to technologists:

- Technologists tended to say that patient care is the most important aspect of their job, while administrators believed that compensation (salary or wage) and a manageable patient load are most important to technologists.
- Dissatisfied respondents, especially dissatisfied administrators, were more likely to believe compensation is important to technologists than were satisfied respondents.

Further, when asked to rate the importance of each attribute under consideration for inclusion in the Phase 3 questionnaire, the following attributes were rated as extremely important to technologists by very different percentages of technologists and administrators:

- Feeling they’ve (technologists) mastered the profession (95% of technologists; 40% of administrators).
- Working order of building (81% of technologists; 35% of administrators).
- Feeling safe at job/work (100% of technologists; 55% of administrators).
- Facility being well known (62% of technologists; 20% of administrators)
- Employee lounge/break room facilities (52% of technologists; 20% of administrators).
- Janitorial service (76% of technologists; 45% of administrators).
- Receiving proper performance evaluation (95% of technologists; 65% of administrators).

These differences are consistent with the proposition that administrators tend to underestimate the importance that technologists attach to professionalism and to the physical aspects of their facility.

Reasons given for having rated their facilities favorably or unfavorably covered the gamut of attributes. Overall, dissatisfied technologists and administrators seemed to give longer answers, while satisfied technologists and administrators seemed to have a difficult time pinpointing specific reasons for their satisfaction.

Because of ASRT’s interest in lobbying for federal minimum standards, interviewers were asked to single out the issue of working with noncredentialed personnel or R.T.s working outside the scope of their credentials. The issue was seldom mentioned spontaneously, but once the question was raised, the interviewee frequently spoke at length and with a good deal of emphasis (e.g., “That stinks!” and “This better be confidential!”). Nearly all respondents were more concerned about uncertified workers than about scope-of-practice issues (e.g., “As long as you’re confident that you can perform a procedure, credentials aren’t important.”). Most stated that their own facilities insisted on certification, but there were a few reports of states or facilities condoning noncredentialed staff or R.T.s working outside the scope of their credentials. At least one

administrator who worked in a rural setting with a severe shortage of R.T.s was grateful for noncertified workers who developed on-the-job skills.

Overall Observations

Information gathered in Phase 2 supports the findings from Phase 1 and provides a few additional insights. Phase 1 of this study captured the lion's share of the attributes. Additional attributes to consider for Phase 3 include:

- Compensation.
- Work ethic.
- User-friendly machines.
- Facility layout.
- Flexible scheduling.
- Cross-training.
- Mentoring.
- Divide the attribute concerned with feeling safe at work into two attributes: facility located in safe area and radiation exposure safety.

Both administrators and staff technologists, regardless of whether they were satisfied or dissatisfied, agreed that the following attributes are important:

- Teamwork.
- Patient care.
- Well-trained staff.
- Adequate staff/workload.
- Work ethic.
- Compensation/good pay.

The majority of the 41 respondents considered very few of the attributes unimportant. Administrators, both satisfied and dissatisfied, were much more likely to state that all attributes are important than were technologists. The attributes that were mentioned the most as being not important at all were:

- Personal needs facilities like childcare, senior care and fitness facilities.
- Internet communications.
- Level of autonomy.
- Feel you are indispensable.

Looking at the categories of attributes (facility, radiology staff and job of the technologist), administrators and technologists agreed most on the importance and unimportance of the radiology staff attributes. As expected, they disagreed most on the job of the technologist attributes. Technologists stated that patient care is the most important aspect of their job, while administrators perceived that technologists feel compensation/good pay, along with a manageable patient load, are most important.

The satisfied and dissatisfied groups of respondents tended to agree on which attributes are important and unimportant: equipment performance, attitude of staff/teamwork, pleasant work environment and work load/adequate staff. To a lesser degree (mostly among administrators), good pay tended to be what these respondents felt influences satisfaction the most.

Segment Summaries

From November 2001 to January 2002, 41 radiologic technology professionals who participated in the 2001 ASRT Workplace Survey were interviewed in depth about their facility, the radiology staff and the job of the technologist. These professionals were divided into four main groups: satisfied administrators, dissatisfied administrators, satisfied technologists and dissatisfied technologists. Each group also was analyzed in terms of location (urban, rural) and type of facility (clinic, hospital).

The following segment summaries focus on interviewees' responses to open-ended questions about their reasons for rating their facility well above or well below average, the most important factors that make a facility a good place to work and, for administrators, how they thought technologists felt about these matters. In addition, each interviewee was asked to rate a battery of attributes concerning facilities, the technologist's job and radiology staff in terms of whether the meaning of an attribute was confusing and how important each attribute is in determining the quality of the radiographer's workplace. These ratings are summarized in the first appendix to this report, "Frequency Counts for Attribute Ratings."

Satisfied Administrators

Facility

Finding 1: No single facility attribute was rated most important by satisfied administrators. Satisfied administrators placed a little more emphasis on equipment and a congenial "team" atmosphere.

"Equipment needs to be modern."

"Equipment needs to be current and operational."

"Equipment ... having proper equipment is a must to do our job effectively."

"The people you work with, coworkers need to get along and work together."

"Coworkers, it really helps if everyone can reasonably get along."

"The teamwork among the radiological staff."

"Team spirit, not everyone is backbiting."

Salary also was mentioned, though not as often. Satisfied hospital administrators were likely to mention support from hospital administration as one of the things that makes a facility the best place to work for a technologist.

"Salary and benefits."

"Salary ... happy with pay."

"Competitive salaries are a must for happiness."

"Person you report to will listen to your ideas and make you feel that you are a vital part of the team."

“Leadership from administration — they are willingly to do what it takes to make employees happy.”

“Hospital administration support, from the top all the way down.”

Finding 2: Satisfied administrators thought technologists most value salary and up-to-date equipment and, to a lesser extent, a congenial atmosphere.

“Money, they want increased wages.”

“Pay at the facility.”

“Wage compensation.”

“Pay ... they will go to where they can be paid the most.”

“Equipment needs to be up-to-date.”

“Equipment ... updated, don’t want to deal with broken-down equipment.”

“Equipment has to be up-to-date.”

There were no facility attributes that satisfied administrators thought were important to administrators but not important to technologists.

Finding 3: Good equipment and a good work atmosphere were the main reasons that satisfied administrators gave their facility positive ratings.

“The equipment is very good.”

“The equipment is relatively new ... have a state-of-the-art MRI scanner.”

“We have brand new equipment in all modalities.”

“Good equipment. Equipment accommodates patients needs.”

“Work environment, everyone gets along. Very low turnover rate.”

“Staff, the core group works well together.”

“Interdepartmental, we get along with all other departments within the hospital.”

Satisfied hospital administrators also cited a good relationship with the administrative staff and a good salary as reasons for giving their facility a positive rating.

“Administration is very helpful.”

“Administration is fair and backs up the technologists.”

“Salary range is fairly good, for region, very competitive salary.”

“Competitive salaries.”

Finding 4: Almost all satisfied administrators felt that a hostile work environment would cause them to change their assessment of a facility. Satisfied administrators indicated that declining respect among coworkers and from medical personnel such as doctors would lead to a lower rating.

“I suppose if I didn’t like the people I work with.”

“Personality of physicians and office staff.”

“Bad relationship among our department, everyone grumbling all day.”

Broken equipment also was an issue, regardless of facility or location. Satisfied hospital administrators cited staff shortages and pay as reasons for giving a lower rating.

“Poor equipment, equipment breaking down all the time.”

“Failure to maintain the equipment.”

“If they don’t keep the pay scale up-to-date.”

“Budgetary concerns, not increasing salaries.”

Radiology Staff

Finding 1: Satisfied administrators, regardless of location or type of facility, felt that teamwork and a friendly, conducive work environment are the most important attributes to radiologic technologists.

“Willingness to help out everyone and cover each other. Also having a good relationship and good communications with doctors.”

“Cooperative. Being able to work with congeniality in all departments.”

“How friendly and helpful they are, important to work as a team.”

To a lesser extent, satisfied administrators also felt that competency is important to technologists.

“Their abilities, it is easier to work with well-trained staff.”

“Competent staff.”

“Strong technical staff with peers.”

Finding 2: There was no overriding staff issue that satisfied administrators felt was important to administrators but not important to technologists. A few satisfied administrators mentioned following the chain of command, friendlier patient care (including putting the patient at ease) and continuing education.

Finding 3: The main reason satisfied administrators gave their staff a positive rating was a good rapport among technologists that fostered an attitude of teamwork. Having a good work ethic and being competent professionals were also reasons for satisfied administrators giving a positive rating.

“All very competent.”

“They all come to work with a positive attitude and ready to do the job.”

“They all work well together and have strong technical skills.”

Finding 4: Satisfied administrators would rate their current staff lower if the staff were to suddenly display a poor work ethic.

“Attendance ... if they started not showing up for work.”

“If they were to start thinking not as a team. If they started to arrive late every day.”

“Poor quality of work, having bad film and x-rays.”

Satisfied hospital administrators felt that staffing shortages causing remaining staff to become overworked also would decrease their rating of the current staff.

“A lay off, a depletion of the staff. People would be overworked and then you run the risk of burnout.”

“Staff loss.”

“Increase in volume and not an increase in staff could cause the staff’s morale and attitude to change.”

Job of the Technologist

Finding 1: Satisfied clinic administrators appeared to view the attribute of “taking pride in a profession that helps people” as the most important aspect of the technologist’s job.

“Feeling you are able to help people.”

“We are here to help people.”

“Feeling of self-worth, helping others.”

Satisfied hospital administrators appeared to view a good paying, friendly work atmosphere with a manageable patient workload as the most important aspects of the technologist’s job.

“Hourly wage, techs want to be fairly compensated.”

“Wages, feeling that their pay is competitive with other techs.”

“Teamwork.”

“A reasonable workload with people who work together.”

Finding 2: Almost all satisfied administrators disagreed with hiring noncredentialed technologists. They felt that noncredentialed technologists were taking jobs away from qualified technologists and were undermining the reasons for going to school and getting an education.

“Bad for profession, they should definitely be credentialed.”

“Undermines the reason we went to school to become a technologist.”

“Very important issue, they should not be allowed to practice in a hospital setting ... this should be more standard across the United States.”

“Very much against it, this causes a radiation safety issue.”

Although most facilities require credentials, there were both clinics and hospitals that did not require certification due to a technologist shortage. These facilities hired noncredentialed technologists and trained them on the job.

“In small towns, techs receive on-the-job training, there is a serious tech shortage, we are very appreciative to have people wanting to be techs.”

A few satisfied administrators said they would like to have more uniform licensing — uniformity across their home state, as well as uniformity across the nation — perhaps with a national license.

“I would like to see a national license.”

“There should be some form of consistency, I know South Dakota doesn’t require a license.”

There were no job issues that satisfied administrators felt were important to technologists but not important to administrators.

Finding 3: The two main reasons why satisfied administrators gave their own job high ratings were salary and a good work environment. These satisfied administrators were well paid and liked where they worked. They felt appreciated, liked their co-workers and had a variety of duties.

“Pay is excellent.”

“Well paid, compensated for job done.”

“Above-average salary for area lived.”

“I have variety in the work that I do, I like the people and coworkers in other departments I work with.”

“Variety of duties, this is key to my happiness.”

“The staff is professional, eager to work and willing to work.”

Finding 4: While lower pay would make a big difference for some satisfied administrators, staffing shortfalls causing a heavy work load and long hours also would have an impact on how they currently view their job.

“Decrease in number of staff.”

“Overwhelmed with responsibility.”

“Overbooked, way too much work load.”

Dissatisfied Administrators

Facility

Finding 1: There were several aspects about a facility that seemed to be important to dissatisfied administrators regardless of the type of facility: equipment, compensation, advancement opportunities and continuing education, including cross-training.

“Equipment, good and state of the art.”

“Digital equipment, most of “rad” departments will be filmless, will be key to techs happiness.”

“Good salary, salary needs to be competitive.”

“Pay scale needs to be within market rate.”

“Opportunity for advancement, learn and grow with the job.”

“Continuing education program offers them opportunities to advance professionally.”

Dissatisfied clinic administrators stressed teamwork. Dissatisfied hospital administrators stressed scheduling in the form of a flexible schedule and regular hours, and dissatisfied rural administrators stressed administration support.

“Cooperation of fellow employees.”

“Being able to work and get along with staff and physicians.”

“Scheduling flexibility.”

“Hours, daytime ... straight days no weekends.”

“Administrative support.”

“Administrative, supervisor should stand behind the department.”

Finding 2: Dissatisfied administrators thought that technologists most value compensation and teamwork in a positive work environment. Dissatisfied rural administrators considered respect from peers a minor issue for their staff technologists.

“Pay is competitive.”

“Fair salary for the area in which they work.”

“Salary should be paid in a timely manner for services performed.”

“Cooperation with staff.”

“Facility to act as a team.”

“Work well with upper management.”

There were no facility attributes that dissatisfied administrators thought were important to administrators but not important to technologists.

Finding 3: Old equipment and low compensation were the primary reasons that dissatisfied administrators gave their facility a negative rating, although neither was mentioned overwhelmingly. Staffing problems (inadequate number of staff members) appeared to be a small negative driver for dissatisfied rural hospital administrators.

“Equipment is average, not comparable to other facilities of this type.”

“Technically behind the times when it comes to technology, equipment.”

“Equipment is old and getting anything new is a real struggle.”

“Pay, not competitive enough for the area.”

“Salaries are below normal market.”

Finding 4: Increased compensation and up-to-date equipment were the two main changes that would improve the facility rating given by dissatisfied administrators. Adequate staffing would improve the rating of some dissatisfied rural hospital administrators.

“Increase in wages.”

“Pay increase for the staff.”

“Update equipment.”

“Having the ability to buy new equipment on a yearly basis.”

Radiology Staff

Finding 1: Dissatisfied administrators, regardless of location or type of facility, felt that the most important things to radiologic technologists are teamwork, a positive work environment and a competent, well-trained staff.

“I think a cohesive department that gets along well, works together well.”

“Ability to work with coworkers.”

“Concerned about fellow coworkers.”

“I think a good work environment.”

“Become a department that works together and is well trained.”

“Properly trained individuals.”

Dissatisfied rural hospital administrators considered compensation and good hours important. Minor aspects cited as important were: dependable staff, good work and enjoying working with each other.

“Competitive wages.”

“Hours the tech works.”

Finding 2: Overall, the radiology staff attributes that dissatisfied administrators felt did not matter to technologists are aspects of the “big picture,” e.g., financial workings of the department (budget, revenues, expenses) and how radiology interacts with other departments.

“Overall operational budget.”

“Any budget issues.”

Finding 3: Although there was no single, across-the-board reason given by dissatisfied administrators for the negative rating that they gave to their staff, attitude was mentioned in various ways, including poor attitude with coworkers and clerical staff, lack of teamwork, lack of desire to learn more than simple procedures and lack of desire for advancement.

“I think we have some people who no longer have an interest in the field. Some of those attitudes can bring down the whole department.”

“They don’t push themselves.”

“Lack of ambition.”

“Too much individualism.”

Finding 4: Dissatisfied administrators would rate their current staff higher if the current staff simply improved their attitude and showed more concern for each other.

“Better teamwork, more concern for fellow employees.”

“Just more congeniality with each other.”

“Sometimes there is too much internal bickering.”

“Increased staffing and staffing attitude.”

“More staff members.”

“Addition of new highly qualified staff.”

One dissatisfied administrator would replace 30% of the current staff. Increased staffing was also mentioned.

Job of the Technologist

Finding 1: Compensation was the overwhelming technologist job attribute regarded as important by dissatisfied administrators, regardless of facility.

“Pay has to be competitive.”

“Money.”

“Salary, improved quality of life for technologists.”

Other aspects mentioned by dissatisfied administrators in various types of facilities were equipment, continuing education and a manageable workload. A positive work environment and well-trained staff also were mentioned as being important for technologists.

“State-of-the-art equipment.”

“Working with current technology in terms of equipment.”

“Being able to continue to learn.”

“Continuing education.”

“Workload, never too light or too heavy.”

“The patient or case load.”

“It’s a pleasant working environment.”

“Ability to get along with staff and physicians.”

Flexible schedules appeared to be a minor issue for dissatisfied clinic administrators, while dissatisfied hospital administrators appeared to be concerned with “good hours.”

Finding 2: Although most facilities require credentials, there were both clinics and hospitals that did not require certification and allowed technologists to work outside the scope of their credentials. Almost all dissatisfied administrators disapproved of noncredentialed technologists and felt that using a noncredentialed technologist was an injustice to the patient due to safety concerns.

“Uncredentialed should not work in the field of radiology — it’s not safe.”

“I am not pleased with nonqualified people. These people do a great injustice to patients if not credentialed.”

There were no issues that dissatisfied administrators felt were important to technologists but not important to administrators.

Finding 3: The only frequently mentioned reason that dissatisfied administrators gave for rating their job negatively was inadequate compensation.

“Increased pay.”

“Pay not competitive for the area.”

“I do not get paid enough for what I do.”

A few dissatisfied administrators mentioned the staff shortage as contributing to their negative job rating.

“Give me a secretary.”

“I don’t have enough staff to perform my duties.”

Finding 4: Increased compensation was the only attribute frequently mentioned by dissatisfied administrators in terms of improving the rating that they gave to their job.

“A raise, higher wages.”

“Pay increase.”

Increased staff also would have an impact for a few dissatisfied administrators.

Satisfied Technologists

Facility

Finding 1: Almost all of the satisfied technologists in all types of facilities mentioned good equipment along with a good working atmosphere (especially among satisfied urban technologists) and pay/benefits as the attributes that make a facility the best place to work. Patient care also was mentioned.

“Good equipment, equipment at work.”

“Well-maintained equipment.”

“Equipment that is not out of date.”

“Teamwork is very important, the key is people who can work together.”

“The environment around the staff, radiological technologists and supervisor.”

“Teamwork, respect and hard workers.”

“Good pay.”

“Higher pay scale.”

“Competitive wages in marketplace.”

Finding 2: Overall, there was no overriding reason for the positive ratings that satisfied technologists gave their facility.

Patient care was a major reason for satisfied rural technologists rating their facility positively, while satisfied urban technologists seemed a little more likely to cite equipment. Satisfied rural technologists had a little more flexibility as far as hours were concerned.

Finding 3: Patient care was the overwhelming reason that satisfied technologists gave for the positive rating of their facility. A good work atmosphere also was mentioned by half of the satisfied technologists. Respect from peers, good equipment and good pay were other reasons given for the positive ratings.

“Prompt patient service.”

“We provide wonderful service to patients that makes them comfortable.”

“The patient care ... I like good patient care. Patients should be top priority.”

“The respect we receive from peers.”

“We do have supportive managers.”

“Respect from physicians and coworkers.”

Finding 4. The primary reasons that would cause satisfied technologists to lower the rating of their facility were a reduction in staff or a drop in the quality of patient care.

“If they said you must see 30 patients regardless of if you only have enough time to see 15 patients. You need to spend as much time as possible so the patient gets the quality time they deserve.”

“Physicians that don’t care about patients.”

“Not having enough time to do what you need to do for the patient.”

Radiology Staff

Finding 1: When it comes to the radiology staff, all satisfied technologists, regardless of location or type of facility, stressed the importance of teamwork, positive attitude, competency and patient care.

“Being able to work together.”

“Friendliness and helpfulness of the staff, working together as a team.”

“Friendliness and patience with everyone you come in contact with.”

“Quality, trained and be able to do quality work.”

“Knowledge, being the best you can be.”

“Excellent patient care.”

“Patient care comes first, then good work ethic and being able to work together.”

A few satisfied technologists stressed communications, flexible scheduling and quality work. Communications with the front office did not seem to be as big a concern as it was for dissatisfied technologists.

Finding 2: Satisfied technologists mentioned teamwork as the overwhelming reason for giving their radiology staff a positive rating.

“We work as a team, no fighting, we all have a common goal.”

“Helpfulness, working together.”

“We work well together for the benefit of the patients.”

Other reasons included patient care, positive attitudes and a competent staff capable of quality work.

Finding 3. The main reason that satisfied technologists would give their staff a negative rating would be if the staff stopped caring about the patients. A shortage of staff also would cause a

decline in their staff rating. Satisfied technologists would lower their rating if new staff were incompetent, not team oriented or had bad attitudes.

“If people adopted an uncaring attitude about their work.”

“Not caring about patients, not having a positive attitude, not working together.”

“If we stopped caring enough about the patients to make a difference.”

“Shortage of staff.”

“I guess staffing issues like having a short staff. It would cause more stress for those remaining.”

Job of the Technologist

Finding 1: Satisfied technologists considered a large variety of job attributes important. Patient care and taking pride in their job were the two most important aspects of the job. Pay also was considered important, especially among satisfied hospital technologists.

“The importance of our job in regards to patient care.”

“The sense of accomplishment and being able to give good patient care.”

“Job satisfaction, you feel like you are doing something worthwhile.”

“Helping people and making them understand the condition they have.”

Cross-training, learning every day and variety were other fairly important aspects. Satisfied hospital technologists also mentioned the respect of peers, nurses and doctors.

“That we have a variety in our department.”

“Doing different types of exams, you are not doing the same thing over and over.”

“That someone (doctors, nurses, administrative) has recognized that you have done a good job.”

“Learning something new every day, doing something different every day.”

Finding 2: Most satisfied technologists disapproved of radiologic technologists working outside the scope of their credentials, although a few indicated it would be acceptable if the technologist were competent. The normal policy for facilities in which most satisfied technologists worked was to have technologists licensed, registered or credentialed.

“Noncredentialed R.T.s should not be allowed to work ... do not expose person to radiation with no experience.”

“It’s a bad thing, everyone should have to go to college or learn through a correspondence course.”

“It stinks, I have gone to school and taken a registry, noncredentialed should not be allowed.”

“I think the tech should be able to perform a service and be qualified, there are exceptions like mammographer and interventional technologist.”

Finding 3: There were a variety of reasons for the positive job ratings given by satisfied technologists. A pleasant work environment was the main reason mentioned by satisfied technologists. Other reasons included the respect of peers, competitive pay and flexible hours.

“I enjoy the people I work with. I have a good working relationship with my co-workers.”
“Staff and physicians are friendly and work together as a team.”
“The people I work with, the friendliness and the way they take care of their patients.”
“I am well respected in the hospital, and the scheduling is very flexible.”
“The hours and the schedule work well for me.”
“The wages are fair and the flexible working hours.”

Finding 4: A shortage of staff was the main attribute that would cause lower job ratings by satisfied technologists. A poor work atmosphere with bad relationships between coworkers, doctors and administrators also would lower job ratings.

“Shortage of staff, that would be the biggest thing.”
“If we were to lose some of the staff members.”
“The doctors change, if the doctors relocated and if new doctors that were jerks were hired, also if fellow techs quit.”
“If the supervisor wasn’t easy to get along with. In general, if the workplace is not a friendly environment.”

Dissatisfied Technologists

Facility

Finding 1: When it comes to facility attributes, there was no overriding, most important aspect mentioned by dissatisfied technologists. Important attributes mentioned by dissatisfied technologists in almost all work locations were higher pay and staffing levels that allow for adequate time with the patient.

“The pay is fairly competitive to market value.”
“People should be paid enough.”
“Paid fairly, we should earn a competitive salary.”

“Quality of patient, having enough staff to give the patients good care.”
“Patient load, not too busy or too slow.”
“Great quality care.”

Finding 2: Small facilities and low pay were the main criticisms of facilities mentioned by dissatisfied clinic technologists. Dissatisfied hospital technologists cited numerous reasons for the negative rating they gave their facility, including nonsupportive management, old or broken equipment, low pay, an administration that did not listen to the needs of the department and staff shortage.

“The biggest reason is no space, we have outgrown our boundaries. Our facility is just too small.”
“Department needs to be remodeled. We simply do not have enough room.”
“No privacy, we have to double up people in rooms.”

“I didn’t have the support of the management. Also, there is nothing in writing to back us up.”

“Management is extremely bad. All they do is point out all the negative.”

“The lack of a backbone from the senior administrative staff. They never back the techs.”

“Equipment is 20 years old, and when I ask to have it repaired, it takes an act of Congress. It’s almost like we are a bastard child.”

“Shortage of technologists.”

“Staffing issues.”

Finding 3: Expanding facilities, better equipment and better pay were the main areas of facility improvement mentioned by dissatisfied clinic technologists. Dissatisfied hospital technologists cited numerous areas in which their facilities could improve, including supportive management, new and/or working equipment, better pay and more staffing.

“Expanding the facility.”

“Upkeep and remodeling of department.”

“Pay, I would like to get paid fairly for what I do.”

“The pay, I do different modalities and I don’t think the pay is on the same scale.”

“More communications with and from radiology administration.”

“Administration standing behind their employees”

“If we had more staff to give better patient care.”

“Having enough employees on a shift.”

Radiology Staff

Finding 1: All dissatisfied technologists, regardless of location or type of facility, stressed the importance of teamwork, communications, competency and professionalism when it comes to the radiology staff. They stressed the need to work together (share the workload and have a good work ethic), treat everyone with respect, communicate with each other as well as the front office and be well trained in all duties.

“One word ... teamwork.”

“Teamwork, good attitudes and work ethic.”

“They know their job, they do their job to the best of their ability. The support and help of coworkers.”

“Competency of employees.”

“Everyone is certified.”

“Very open communication with supervisor.”

“Good communications between the staff. Staff has to communicate about patient care.”

Finding 2: Dissatisfied technologists cited a variety of reasons for giving their own staff a negative rating, including the staff shortage, as well as lack of teamwork, professionalism,

communication and management support. There was no overriding reason accounting for the negative staff rating.

“Staff ... there are not enough techs.”

“Lack of staff, and the staff the new management has hired has a poor work ethic.”

“Most of staff would rather socialize than work and give proper patient care.”

“Lack of communication, the politics and gossiping in the office.”

“Lack of teamwork and communication. This is not a very professional place.”

“I cannot trust management, they seem to make everything worse.”

Finding 3: Better management and additional staff were given as the main ways to improve the radiology staff, along with better teamwork and a more professional atmosphere.

“Teamwork would have to improve.”

“Having management that creates a professional atmosphere.”

“Communications between file and front office and back ... would be less mistakes made.”

Job of the Technologist

Finding 1: Dissatisfied technologists felt that patient care was, by far, the most important aspect of the technologist’s job. Dissatisfied technologists, regardless of location or type of facility, took patient care very seriously. There was definite pride in being a part of a successful patient diagnosis.

“Helping patients. It is all about helping patients.”

“The ability to give excellent patient care. The one-on-one interaction with patients.”

“This job matters and does make a difference in people’s lives.”

These technologists enjoyed the variety available to them, i.e., performing different exams and learning new techniques. They also enjoyed the job security, i.e., knowing they are a part of the health care team with a career that requires education as opposed to merely a “job.”

“How much our work varies, not doing the same exams all of the time.”

“Chance for advancement, the opportunity to learn a new modality and that has been an asset for me.”

“It is nice to know that just a guy off the street cannot come in and take your job.”

Finding 2: The majority of dissatisfied technologists disapproved of radiologic technologists working outside the scope of their credentials, although some did not. The normal policy is for technologists to be credentialed. Dissatisfied technologists agreed with this standard and felt that it was in the best interest of patients.

“It is flat out unethical to use these people. Our profession has standards and we have to keep these or we will lose everyone’s trust.”

“I do MRIs and I am not credentialed; however, I do not agree with using noncredentialed R.T.s. Using a credentialed R.T. outside their scope is much different than using a noncredentialed R.T.”

Finding 3: The main reason dissatisfied clinic technologists gave low job ratings was salary, while dissatisfied hospital technologists who gave low job ratings appear to be driven by inadequate staffing, which causes mandatory overtime. Dissatisfied hospital technologists were more apt to believe that management or the hospital did not support them.

“Salary is not the best.”

“Salary and retirement benefits are low and are not enough.”

“The pay is not at the same level as other facilities in the area.”

“Understaffing causes long work hours, which in turn causes high stress levels.”

“Amount of overtime required.”

“More employees.”

“No administration support.”

“I have a hard time trusting anything the administration tells me.”

Finding 4: Although higher pay would make the most difference in terms of rating the technologist’s job, more staffing with better hours and a supportive management would make the most difference for dissatisfied hospital technologists.

“The pay, I would feel better if I felt I was paid for what I am doing.”

“Increased salary improves most people’s attitude.”

“Lack of employees, we need to give better patient care.”

“More staffing. The continuation of working long work hours takes a toll.”

“No support from administration.”

“Need a management team that knows how to motivate and keep techs around.”

Best-of-Class and Worst-of-Class Facilities

For the most part, administrators and technologists mentioned local facilities when asked to name best-of-class and worst-of-class facilities. In some cases, respondents mentioned facilities similar to their own, such as clinic facilities. But while local facilities dominate the list, a few nonlocal facilities also were mentioned. The Mayo Clinic, in various locations, was the only facility that received multiple mentions.

Although they were assured of confidentiality, some respondents still felt uncomfortable naming specific institutions as being either best of class or worst of class. This was especially true for the worst-of-class mentions. Other respondents did not appear to have given the topic much consideration and simply could not rate facilities other than their own.

Satisfied administrators appeared to base their best-of-class or worst-of-class opinions equally on personal experience (theirs, coworkers or patients) and general word-of-mouth. Dissatisfied administrators said best-of-class facilities had good reputations, although only a few dissatisfied administrators said the reputation was based on personal experience (theirs or their patients).

Very few satisfied technologists were able to name or were comfortable naming worst-of-class facilities. Most dissatisfied technologists based their best-of-class or worst-of-class ratings on

word-of-mouth or reputation; very few dissatisfied technologists had personal experience with the facility.

Reasons for Best-of-Class Ratings

As far as satisfied administrators were concerned, the best-of-class facilities had highly qualified staff, good patient care and up-to-date equipment and procedures. For dissatisfied administrators, almost all of these facilities had state-of-the-art equipment. The best facilities also had a well-trained, caring staff, in which all groups (radiologists, administrators and technologists) respected each other and worked as a team. Best facilities were very caring and supportive of patients, and were good at diagnosis.

In addition to great patient care, satisfied technologists said the best-of-class facilities had good reputations, state-of-the-art equipment and a good staff. Facilities with good trauma units and good teaching hospitals also were mentioned. Among dissatisfied technologists, the best-of-class facilities were known for good patient care and had up-to-date equipment and procedures. A few facilities were known for research.

Reasons for Worst-of-Class Ratings

As far as satisfied administrators were concerned, the worst-of-class facilities had inadequate staffing, inadequate training, poor patient care and, in one case, inadequate staffing due to low pay. Very few dissatisfied administrators cited worst facilities. The few worst facilities mentioned were disorganized and had noncertified technologists, technologists with no input into department direction, low pay and high exam loads.

Very few satisfied technologists named worst-of-class facilities; the facilities mentioned were poorly managed, had doctors and radiologists who didn't get along, lacked teamwork and provided bad patient care. Among dissatisfied technologists, the worst facilities were known for having inadequate staff who were underpaid and overworked. These facilities had heavy patient loads, resulting in long patient wait time and poor patient care.

Facilities Receiving Multiple Mentions

The following facilities were mentioned as best of class by more than one interviewee:

- Mayo Clinic, Scottsdale, Ariz. (2)
- Mayo Clinic, Rochester, Minn. (3)
- Mayo Clinic, Minn. (2)

Numbers following facilities denote the number of times the facility was mentioned.

No facilities were named as worst of class more than one time.

Appendices

Frequency Counts for Attribute Ratings

After completing the open-ended questions in each section (facility, radiology staff and job of technologist), technologists and administrators were asked how easily understood or confusing each of a fixed list of attributes is and how important the attribute is when judging a facility, a radiology staff and the job of the technologist.

Confusion About Attributes

Only three attributes (retirement benefits, communications equipment and records management system) were considered to be confusing by 20% or more of the interviewees, and followup probes by the interviewers suggested that the confusion appeared to reflect uncertainty about the employer’s policy on that attribute, rather than confusion as to meaning.

Confusing Attributes*

Attribute	No. Participants Who Considered Attribute Confusing
Retirement benefits	14
Communications equipment	12
Records management system	11
Insurance benefits	8
Internet communications	8
Has the ability to influence their performance	6
Uniform reimbursement/assistance	6
Work scheduling process	6
Internal/onsite training	5
The level of autonomy	5
Tuition assistance	5
Get adequate productivity incentives	4

*Attributes receiving four or more “C” ratings among the 41 interviewees.

Given how little confusion participants expressed, it is not surprising that there were few substantial differences among the four groups (satisfied and dissatisfied technologists and administrators) as to the meaning of an attribute. For the following attributes, there was a 30% or greater discrepancy between two or more of the groups as to whether an attribute was considered confusing:

- “Communications equipment” was considered confusing by 6 of 10 (60%) dissatisfied administrators, but by only 6 of 31 (19%) of the other three groups of interviewees.
- “Uniform reimbursement/assistance” was rated as confusing by 5 of 11 (45%) dissatisfied technologists, but by only 1 of 30 (3%) of the other three groups.

- “Internal/onsite training” was given a confusing rating by 4 of 11 (36%) dissatisfied technologists, but by only 1 of 31 (3%) of the other three groups.

Importance of Attributes

Detailed tables of these ratings are provided, followed by summary tables.

Radiology Staff Attributes

Attribute	Group*	Rating		
		Extremely Important	Somewhat Important	Not Important
Patient load allows you to be effective	DT	10	1	0
	ST	9	1	0
	DA	9	1	0
	SA	8	2	0
Not excessive amount of mental or physical stress	DT	10	1	0
	ST	7	3	0
	DA	6	3	1
	SA	8	2	0
Respect from chief technologist	DT	10	1	0
	ST	9	1	0
	DA	10	1	0
	SA	9	1	0
Respect from coworkers	DT	9	2	0
	ST	9	1	0
	DA	6	4	0
	SA	9	1	0
Work scheduling process	DT	9	2	0
	ST	7	3	0
	DA	9	1	0
	SA	5	5	0
Have the ability to influence their performance	DT	7	3	0
	ST	5	4	1
	DA	6	4	0
	SA	6	3	1
Variety of duties	DT	9	2	0
	ST	6	4	0
	DA	7	2	1
	SA	4	5	1
Provided with skills to grow	DT	9	2	0
	ST	9	1	0
	DA	8	1	1
	SA	7	3	0
Amount of pride job gives	DT	10	1	0
	ST	9	1	0
	DA	6	4	0
	SA	6	3	1

Attribute	Group*	Rating		
		Extremely Important	Somewhat Important	Not Important
Job security – ability to stay employed	DT	10	0	1
	ST	9	1	0
	DA	6	4	0
	SA	9	1	0
The level of autonomy	DT	5	5	1
	ST	4	6	0
	DA	4	6	0
	SA	6	3	1
Feel safe at job	DT	10	1	0
	ST	10	0	0
	DA	4	5	1
	SA	7	2	1
Feel you are indispensable	DT	6	5	0
	ST	4	6	0
	DA	2	7	1
	SA	5	4	1
Respect received from nurses	DT	6	5	0
	ST	7	3	0
	DA	5	5	0
	SA	4	3	1
Respect you receive from doctors	DT	10	1	0
	ST	8	2	0
	DA	6	4	0
	SA	7	3	0
Health care professionals you work with are team players	DT	11	0	0
	ST	10	0	0
	DA	9	1	0
	SA	8	2	0
Overtime requirements	DT	6	5	0
	ST	5	4	1
	DA	5	4	1
	SA	3	6	1
On-call requirements	DT	9	1	1
	ST	5	4	1
	DA	7	2	1
	SA	7	1	2
Accuracy you (they) are able to achieve	DT	NA	NA	NA
	ST	NA	NA	NA
	DA	9	1	0
	SA	7	3	1

*DT indicates dissatisfied technologists; ST indicated satisfied technologists; DA indicates dissatisfied administrators; SA indicates satisfied administrators.
 Boldface indicates a substantial difference between administrators and technologists or between satisfied and dissatisfied respondents. NA indicates that technologists did not rate this attribute.

Facility Attributes

Attribute	Group*	Rating		
		Extremely Important	Somewhat Important	Not Important
Insurance benefits	DT	9	1	1
	ST	9	1	0
	DA	8	2	0
	SA	8	2	0
Retirement benefits	DT	10	1	0
	ST	7	3	0
	DA	6	4	0
	SA	6	3	1
Imaging equipment	DT	11	0	0
	ST	8	2	0
	DA	8	2	0
	SA	6	4	0
Communications equipment	DT	8	3	0
	ST	4	6	0
	DA	3	6	1
	SA	3	6	1
Records management system	DT	9	3	0
	ST	5	5	0
	DA	3	7	0
	SA	5	3	2
Location of work	DT	7	4	0
	ST	6	3	1
	DA	5	4	1
	SA	7	3	0
Safe environment at work	DT	11	0	0
	ST	10	0	0
	DA	6	3	1
	SA	9	1	0
Personal need facilities like child care, senior care and fitness facilities	DT	1	6	4
	ST	1	4	5
	DA	2	5	3
	SA	4	3	3
Employee lounge/breakroom facilities	DT	7	3	1
	ST	4	2	4
	DA	3	3	4
	SA	1	8	1
Internal/onsite training	DT	9	2	0
	ST	7	3	0
	DA	6	4	0
	SA	6	4	0

Attribute	Group*	Rating		
		Extremely Important	Somewhat Important	Not Important
External/offsite training	DT	6	5	0
	ST	4	4	2
	DA	5	2	3
	SA	4	5	1
Communications with chief technologist	DT	10	1	0
	ST	9	1	0
	DA	8	2	0
	SA	8	2	0
Working order of building (elevators, etc.)	DT	9	2	0
	ST	8	2	0
	DA	3	6	1
	SA	4	6	0
Building security	DT	9	2	0
	ST	8	2	0
	DA	5	3	2
	SA	6	3	1
Janitorial service	DT	7	4	0
	ST	9	1	0
	DA	4	4	2
	SA	5	5	0
Internet communications	DT	1	5	5
	ST	3	5	2
	DA	1	7	2
	SA	1	7	2
Tuition assistance	DT	9	2	0
	ST	2	7	1
	DA	3	5	2
	SA	3	6	1
Uniform reimbursement/assistance	DT	5	4	2
	ST	3	6	1
	DA	2	1	7
	SA	2	6	2

*DT indicates dissatisfied technologists; ST indicated satisfied technologists; DA indicates dissatisfied administrators; SA indicates satisfied administrators.
 Boldface indicates a substantial difference between administrators and technologists or between satisfied and dissatisfied respondents.

Job of Technologist Attributes

Attribute	Group*	Rating		
		Extremely Important	Somewhat Important	Not Important
Your input is welcome	DT	8	3	0
	ST	9	1	0
	DA	8	2	0
	SA	9	1	0
People you work with act professionally	DT	11	0	0
	ST	9	1	0
	DA	6	4	0
	SA	8	2	0
Feel safe at work	DT	11	0	0
	ST	10	0	0
	DA	4	5	1
	SA	7	3	0
Appreciated by others they work with	DT	7	4	0
	ST	8	2	0
	DA	9	1	0
	SA	9	1	0
Continuing education is critical	DT	10	1	0
	ST	10	0	0
	DA	7	2	1
	SA	8	2	0
Women and men are treated equally	DT	10	0	1
	ST	8	2	0
	DA	7	3	0
	SA	9	1	0
Technology allows for great patient care	DT	10	1	0
	ST	10	0	0
	DA	9	1	0
	SA	8	2	0
Properly educated in jobs that you do	DT	10	1	0
	ST	10	0	0
	DA	9	1	0
	SA	9	1	0
Equipment is well maintained	DT	11	0	0
	ST	10	0	0
	DA	7	3	0
	SA	10	0	0
Have adequate support staff	DT	10	1	0
	ST	10	0	0
	DA	8	2	0
	SA	10	0	0

Attribute	Group*	Rating		
		Extremely Important	Somewhat Important	Not Important
Get adequate productivity incentives	DT	7	4	0
	ST	4	6	0
	DA	6	3	1
	SA	6	4	0
Receive proper orientation on equipment and systems	DT	11	0	0
	ST	10	0	0
	DA	9	1	0
	SA	9	1	0
Receive proper performance evaluation	DT	11	0	0
	ST	9	1	0
	DA	6	4	0
	SA	7	3	0
Time off is not interrupted by work	DT	11	0	0
	ST	9	1	0
	DA	7	3	0
	SA	8	2	0
Facility is well known	DT	7	4	0
	ST	6	2	2
	DA	2	7	1
	SA	2	7	1
Coworkers are properly certified/credentialed	DT	10	1	0
	ST	9	1	0
	DA	9	1	0
	SA	7	3	0
Mastered profession	DT	10	1	0
	ST	10	0	0
	DA	3	4	3
	SA	5	5	0
Skills are in demand	DT	10	1	0
	ST	10	0	0
	DA	6	3	1
	SA	8	2	0
Work with reputable radiologists	DT	9	2	0
	ST	10	0	0
	DA	7	3	0
	SA	7	2	1
Sign-on bonuses for new hires are fair	DT	6	2	3
	ST	2	5	3
	DA	5	3	2
	SA	4	5	1
Receive proper compensation for extra hours	DT	11	0	0
	ST	9	1	0
	DA	9	0	1
	SA	10	0	0

*DT indicates dissatisfied technologists; ST indicated satisfied technologists; DA indicates dissatisfied administrators; SA indicates satisfied administrators.

Boldface indicates a substantial difference among the four groups.

Attributes Considered Unimportant*

Attribute	No. Participants Who Considered Attribute Unimportant
Personal need facilities like child care, senior care and fitness facilities	15
Uniform reimbursement/assistance	12
Internet communications	11
Employee lounge/breakroom facilities	10
External/offsite training	6
On-call requirements	5
Tuition assistance	4

*Attributes receiving four or more “NI” ratings.

Disagreements on Importance of Attributes

There were a number of attributes about whose importance the four groups of interviewees disagreed substantially. For the following attributes, there was a 30% or greater discrepancy between two or more of the groups as to the importance of the attribute:

- No one rated “work scheduling process” as not important, but 18 of 21 (86%) respondents vs. 12 of 20 (60%) satisfied interviewees and only 5 of 10 (50%) satisfied administrators considered this extremely important.
- “Variety of duties” was rated by 16 of 21 (76%) dissatisfied respondents (9 of 11, or 82%, of dissatisfied technologists) as extremely important vs. 10 of 20 (50%) of satisfied respondents (4 of 10, or 40%, of satisfied administrators).
- Only 6 of 10 dissatisfied administrators, but 28 of 31 (90%) of the other groups of interviewees considered “job security – ability to stay employed” as extremely important.
- “Feel safe at job” was considered extremely important by 100% of the technologists, but by only 11 of 20 (55%) of the administrators.
- Only 2 out of 10 dissatisfied administrators, but 16 of 31 (52%) of the other three groups rated “feel you are indispensable” as extremely important.
- “On-call requirements” was considered as extremely important by only 5 of 10 satisfied technologists compared with 23 of 31 (74%) of the other groups of interviewees and 9 of 11 (82%) of dissatisfied technologists.
- “Communications equipment” was considered extremely important by 8 of 11 (73%) dissatisfied technologists, but by only 10 of 30 (33%) of the other three groups of participants.
- Six of 10 dissatisfied administrators vs. 30 of 31 (97%) of the other three groups considered “safe environment at work.”
- Four of 10 satisfied administrators, but only 4 of 41 (10%) of the other three groups, considered “personal need facilities like child care, senior care and fitness facilities” as extremely important.
- “Employee lounge/breakroom facilities” was considered extremely important by 11 of 21 (52%) technologists vs. 4 of 20 (20%) administrators; 10 of 21 (48%) dissatisfied vs. 5 of 20 (25%) satisfied respondents rated this attribute as extremely important. Combining these two “main effects” yields 9 of 11 (82%) dissatisfied technologists and only 1 of 20 satisfied administrators who consider this attribute extremely important.

- “Working order of building (elevators, etc.)” was considered by 17 of 21 (81%) technologists vs. 7 of 20 (35%) administrators as extremely important.

Participant Profile

Participant Profile

Satisfied Administrators	Gender	Work Location	Type of Facility	Q4 Average Score
Supervisor/asst. chief tech.	F	Rural	Hospital	4.67
Administrator or manager	M	Urban	Hospital	5.00
Supervisor/asst. chief tech.	M	Urban	Clinic	5.00
Administrator or manager	F	Urban	Hospital	5.00
Chief technologist	F	Urban	Clinic	5.00
Supervisor/asst. chief tech.	F	Rural	Clinic	4.67
Supervisor/asst. chief tech.	M	Rural	Hospital	4.83
Chief technologist	F	Rural	Hospital	4.83
Administrator or manager	M	Rural	Hospital	5.00
Chief technologist	M	Rural	Hospital	4.83

Dissatisfied Administrators	Gender	Work Location	Type of Facility	Q4 Average Score
Administrator or manager	F	Urban	Hospital	4.00
Administrator or manager	F	Rural	Clinic	3.80
Administrator or manager	M	Rural	Hospital	4.00
Administrator or manager	F	Rural	Hospital	3.67
Administrator or manager	M	Rural	Hospital	2.83
Administrator or manager	M	Urban	Hospital	3.67
Chief technologist	F	Urban	Clinic	3.83
Supervisor/asst. chief tech	M	Urban	Clinic	3.80
Administrator or manager	F	Rural	Hospital	4.00
Chief technologist	M	Urban	Hospital	3.67

Satisfied Technologists	Gender	Work Location	Type of Facility	Q4 Average Score
Staff technologist	F	Rural	Hospital	5.00
Staff technologist	F	Urban	Hospital	4.50
Staff technologist	F	Rural	Hospital	4.67
Staff technologist	M	Rural	Hospital	4.83
Staff technologist	F	Urban	Clinic	5.00
Senior staff technologist	F	Urban	Clinic	4.75
Staff technologist	F	Rural	Clinic	5.00
Senior staff technologist	F	Rural	Clinic	4.80
Staff technologist	M	Urban	Hospital	5.00
Senior staff technologist	M	Rural	Clinic	5.00

Dissatisfied Technologists	Gender	Work Location	Type of Facility	Q4 Average Score
Staff technologist	F	Urban	Clinic	4.00
Staff technologist	F	Urban	Hospital	3.00
Staff technologist	F	Suburban	Hospital	2.83
Staff technologist	M	Rural	Hospital	3.67
Staff technologist	F	Urban	Hospital	2.50
Senior staff technologist	F	Urban	Hospital	2.67
Staff technologist	F	Rural	Clinic	3.50
Staff technologist	F	Urban	Clinic	3.50
Staff technologist	F	Rural	Hospital	3.33
Staff technologist	M	Rural	Hospital	3.50
Senior staff technologist	F	Urban	Clinic	3.83

Screeners

Resp No.: _____

QUOTA GROUP #	1 ST PAGE AVERAGE
_____	SATISFIED _____
_____	DISSATISFIED _____

**GM9036
ASRT WORKPLACE PHASE II
ADMINISTRATOR VERSION**

INTERVIEWER NAME: _____

DATE: _____

RESPONDENT

NAME: _____

PHONE

NUMBER: _____

QUOTA GROUP:

Staff Technologist.....1

Senior Staff Technologist.....2

Supervisor or Assistant Chief Technologist.....3

Chief Technologist.....4

Administrator or Manager5

RESPONSES FROM MAILED IN QUESTIONNAIRE

	Very ⊖ <u>Poor</u>	<u>Poor</u>	<u>Fair</u>	<u>Good</u>	Very <u>Good</u> ☺	Not <u>Applicable</u>
The primary facility you work at	1	2	3	4	5	X
The Radiology department	1	2	3	4	5	X
Radiology staff	1	2	3	4	5	X
Hospital administration	1	2	3	4	5	X

Radiology administration	1	2	3	4	5	X
Overall radiologic patient care	1	2	3	4	5	X

1st PAGE AVERAGE SCORE: _____

Resp No.: _____

May I speak with _____?

Hello. My name is _____ and I'm calling from Savitz Research. During the months of August through October, a questionnaire, sponsored by the American Society of Radiologic Technologists, was sent to radiologic technologists nationwide. ASRT is striving to better understand the workplaces of radiologic science professionals. As a follow up to that survey, a select number of radiologic science professionals are going to be interviewed to discuss their workplace. Your specific answers will be held in complete confidence. Types of workplaces will be profiled. Specific workplaces will not be singled out in any way. I would like to ask you a couple questions to see if you qualify.

Would now be a convenient time to talk? (IF NOT – RESCHEDULE)
 (NEW TIME: _____ NEW DATE: _____)

IF RESPONDENT SAYS “DEPENDS ON HOW LONG IT WILL TAKE”, SAY “JUST A COUPLE OF MINUTES TO DETERMINE WHETHER YOU QUALIFY FOR THE FULL INTERVIEW. “

- Did you complete the 2001 ASRT Workplace Survey and return it in the postage paid envelope? YES 1
NO..... (THANK AND TERMINATE AND TALLY)
- Which of the following titles best describes your current position ... (READ LIST)?
 Staff Technologist..... 1
 Senior Staff Technologist 2
 Supervisor or Assistant Chief Technologist 3
 Chief Technologist..... 4
 Administrator or Manager 5

[IF “3”, “4” OR “5”, CONTINUE.]
 [IF “1” OR “2”, THANK AND TERMINATE & TALLY.]

- Using a 5-point scale where 5 means “Very Good” and 1 means “Very Poor”, please give an overall rating for the following: [READ LIST]

	Very ⊗ Poor	Poor	Fair	Good	Very Good ☺	Not Applicable
The primary facility you work at	1	2	3	4	5	X
The Radiology department	1	2	3	4	5	X
Radiology staff	1	2	3	4	5	X

Hospital administration	1	2	3	4	5	X
Radiology administration	1	2	3	4	5	X
Overall radiologic patient care	1	2	3	4	5	X

CALCULATE 2ND PAGE AVERAGE SCORE: _____

INTERNAL USE ONLY --- DO NOT ASK		Resp No.: _____
FILL IN Q4 FOR "SATISFIED" RESPONDENTS:		
4.	WRITE IN: 1 ST PAGE AVERAGE: _____	1 ST AVERAGE HIGHER ... (THANK, TERM. & TALLY) MATCH..... INVITE TO PARTICIPATE
	2 ND PAGE AVERAGE: _____	2 ND AVERAGE HIGHER ... INVITE TO PARTICIPATE
WHICH AVERAGE IS HIGHER?		
FILL IN Q5 FOR "DISSATISFIED" RESPONDENTS:		
5.	WRITE IN: 1 ST PAGE AVERAGE: _____	1 ST AVERAGE HIGHER INVITE TO PARTICIPATE MATCH..... INVITE TO PARTICIPATE
	2 ND PAGE AVERAGE: _____	2 ND AVERAGE HIGHER .. (THANK, TERM. & TALLY)
WHICH AVERAGE IS HIGHER?		

Congratulations, I'd like to invite you to participate in this research discussion. This will be a phone interview primarily discussing details about your workplace's environment. Your opinions are valuable to us and we are eager to hear your feelings. This interview will last about 45 minutes and you will be given an honorarium of \$50. Would you like to participate?

YES..... 1
NO (THANK, TALLY AND TERMINATE)

What date and time would be a good time for you to participate in this study? Remember this interview could take up to 45 minutes.

First Choice		Second Choice	
DATE:	TIME:	DATE:	TIME:

[CHECK APPOINTMENT SCHEDULE – IF TIME ALREADY TAKEN ASK AGAIN OR ASK THEM IF A TIME BEFORE OR AFTER THAT TIME WOULD BE OK.]

What phone number should we call you at?

PHONE NUMBER: _____

We will call you back and confirm the date and time of interview, is this the same number I should use to confirm? [IF NO (NEW NUMBER)]

If you need to change your interview time, please call us back at (XXX) XXX-XXXX and ask for XXXXX. **Thank you very much.**

Resp No.: _____

QUOTA GROUP #	1 ST PAGE AVERAGE
_____	SATISFIED
_____	DISSATISFIED

**GM9036
ASRT WORKPLACE PHASE II
TECHNOLOGIST VERSION**

INTERVIEWER NAME: _____

DATE: _____

RESPONDENT

NAME: _____

PHONE

NUMBER: _____

QUOTA GROUP:

Staff Technologist.....1

Senior Staff Technologist.....2

Supervisor or Assistant Chief Technologist.....3

Chief Technologist.....4

Administrator or Manager5

RESPONSES FROM MAILED IN QUESTIONNAIRE

	Very ⊖ <u>Poor</u>	<u>Poor</u>	<u>Fair</u>	<u>Good</u>	Very <u>Good</u> ☺	Not <u>Applicable</u>
The primary facility you work at	1	2	3	4	5	X
The Radiology department	1	2	3	4	5	X
Your job	1	2	3	4	5	X
Your co-workers	1	2	3	4	5	X
Your radiology administration	1	2	3	4	5	X

You radiology administration.....	1	2	3	4	5	X
Overall radiologic patient care	1	2	3	4	5	X

CALCULATE 2ND PAGE AVERAGE SCORE: _____

INTERNAL USE ONLY --- DO NOT ASK		Resp No.: _____
FILL IN Q4 FOR "SATISFIED" RESPONDENTS:		
4.	WRITE IN: 1 ST PAGE AVERAGE: _____	1 ST AVERAGE HIGHER ... (THANK, TERM. & TALLY) MATCH..... INVITE TO PARTICIPATE
	2 ND PAGE AVERAGE: _____	2 ND AVERAGE HIGHER ... INVITE TO PARTICIPATE
WHICH AVERAGE IS HIGHER?		
FILL IN Q5 FOR "DISSATISFIED" RESPONDENTS:		
5.	WRITE IN: 1 ST PAGE AVERAGE: _____	1 ST AVERAGE HIGHER INVITE TO PARTICIPATE MATCH..... INVITE TO PARTICIPATE
	2 ND PAGE AVERAGE: _____	2 ND AVERAGE HIGHER .. (THANK, TERM. & TALLY)
WHICH AVERAGE IS HIGHER?		

Congratulations, I'd like to invite you to participate in this research discussion. This will be a phone interview primarily discussing details about your workplace's environment. Your opinions are valuable to us and we are eager to hear your feelings. This interview will last about 45 minutes and you will be given an honorarium of \$50. Would you like to participate?

YES..... 1
NO (THANK, TALLY AND TERMINATE)

What date and time would be a good time for you to participate in this study? Remember this interview could take up to 45 minutes.

First Choice		Second Choice	
DATE:	TIME:	DATE:	TIME:

[CHECK APPOINTMENT SCHEDULE – IF TIME ALREADY TAKEN ASK AGAIN OR ASK THEM IF A TIME BEFORE OR AFTER THAT TIME WOULD BE OK.]

What phone number should we call you at?

PHONE NUMBER: _____

We will call you back and confirm the date and time of interview, is this the same number I should use to confirm? [IF NO (NEW NUMBER)]

If you need to change your interview time, please call us back at (XXX) XXX-XXXX and ask for XXXXX. **Thank you very much.**

Questionnaires

GM9036

ASRT PHASE II QUESTIONNAIRE

INTERVIEWER NAME: _____ DATE: _____
RESPONDENT NAME: _____ PHONE # _____
TIME START: _____ TIME FINISH: _____

ADMINISTRATOR: SATISFIED DISSATISFIED

Ask to speak to the person whose name is on the screener.

Hello. My name is _____ and I'm calling from Savitz Research. First of all, let me thank you for participating in this important study. Today, we will primarily be discussing the details about your workplace's environment. Your opinions are valuable to us and we are eager to hear your feelings. This interview will last about 45 minutes and you will be given an honorarium of \$50.

Please think about your job as a **Administrator**. For these questions, I want you to think freely about the place where you currently work and places you've worked before in the Radiological sciences. You can even think of places where you've visited and obtained either a positive or negative opinion about their radiology work.

Q1. I would like to begin by asking you about a workplace. Thinking about the Radiologic Technologist function, what are the most important things that make a facility the best place to work for a Technologist? Please speak openly on everything that comes to mind.

Q1a. What other important things make a facility the best place to work **for a Technologist**?
[HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q2. What are the aspects that matter most **to a Technologist** about a facility?

Q2a. What other aspects matter most **to a Technologist** about a facility? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q3. Is there anything that you feel is important for the Radiology facility that Technologists do not feel is important?

Q3b. What other things do you feel are important for a Radiology facility that Technologists do not feel is important? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

*[IF RESPONDENT IS SATISFIED THEN USE POSITIVE RATING]
[IF RESPONDENT IS DISSATISFIED THEN USE NON-EXCELLENT]*

Q4. Now, just thinking about your current Radiological facility. You gave your facility a NON EXCELLENT / POSITIVE rating. What are the MAIN reasons for giving that rating? [JUST FOCUS ON MAIN REASONS]

Q4a. What are some other reasons for giving your current **Radiological** facility a NON EXCELLENT / POSITIVE rating? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q5. What could change that would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD?

Q5a. What other changes would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q6. I am going to read a list of attributes about radiology facilities. Please tell me two things about each. First, tell me if the attribute is easily understood or if it is confusing. Second, tell me if the attribute is Extremely Important, Somewhat Important or Not Important to you when it comes to judging a facility overall.

[FOR EACH ATTRIBUTE... (READ ATTRIBUTE), do you understand this attribute or is it confusing? How important is this attribute to you when you judge a facility?]

FOR ANY ATTRIBUTE THE RESPONDENT SAYS IS CONFUSING, PLEASE ASK Why do you say this attribute is confusing?

	EU= Easily Understood C = Confusing		EI = Extremely Important SI = Somewhat Important NI = Not Important		
“Insurance Benefits”	EU	C	EI	SI	NI
“Retirement Benefits”	EU	C	EI	SI	NI
“Imaging Equipment”	EU	C	EI	SI	NI
“Communications Equipment”	EU	C	EI	SI	NI
“Records Management System”	EU	C	EI	SI	NI
“Location of Work”	EU	C	EI	SI	NI
“Safe environment at work”	EU	C	EI	SI	NI
“Personal Need Facilities like Child Care, Senior Care and Fitness Facilities”	EU	C	EI	SI	NI
“Employee Lounge/Breakroom Facilities” (*)	EU	C	EI	SI	NI
“Internal/On-site Training”	EU	C	EI	SI	NI
“External/Off-site Training”	EU	C	EI	SI	NI
“Communications with Chief Technologist”	EU	C	EI	SI	NI

“Working order of building (Elevators, etc)”	EU	C	EI	SI	NI
“Building Security”	EU	C	EI	SI	NI
“Janitorial service”	EU	C	EI	SI	NI
“Internet Communications”	EU	C	EI	SI	NI
“Tuition Assistance”	EU	C	EI	SI	NI
“Uniform reimbursement/Assistance”(*)	EU	C	EI	SI	NI

Attribute _____ Answer to why it is confusing: _____

Attribute _____ Answer to why it is confusing: _____

Q7. Now I’d like you to think about the Radiology staff. Again, think about the staff at all facilities with which you are familiar. Thinking about the Radiology staff, what are the most important things about the staff that make a facility the best place to work at **for a Technologist**? Please speak openly on everything that comes to mind.

Q7a. What other important things about the Radiology staff can make a facility the best place to work **for a Technologist**? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q8. What are things that matter most **to a Technologist** about the Radiology staff?

Q8a. What other aspects matter most **to a Technologist** about the Radiology staff? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q9. Is there anything that you feel is important for the Radiology staff that Technologists do not feel is important?

Q9a. What other things do you feel are important for a Radiology staff that Technologists do not feel is important? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

[IF RESPONDENT IS SATISFIED THEN USE POSITIVE RATING]

[IF RESPONDENT IS DISSATISFIED THEN USE NON EXCELLENT RATING]

Q10. Now, just thinking about the Radiology staff at your current facility. You gave your Radiology staff a NON EXCELLENT / POSITIVE rating? What are the MAIN reasons for giving that rating? [JUST FOCUS ON MAIN REASONS]

Q10a. What are some other reasons for giving the Radiology staff at your current facility a NEGATIVE / POSITIVE rating? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q11. What could change that would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD?

Q11a. What other changes would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q12. I am going to read a list of attributes about staffing at a Radiology facility. Once again, please tell me two things about each. First, tell me if the attribute is easily understood or if it is confusing. Second, tell me if the attribute is Extremely Important, Somewhat Important or Not Important to a **Technologist** when it comes to judging a facility overall.
 [FOR EACH ATTRIBUTE... (READ ATTRIBUTE), do you understand this attribute or is it confusing? How important is this attribute to a **Technologist** when you judge a facility?]
 FOR ANY ATTRIBUTE THE RESPONDENT SAYS IS CONFUSING, PLEASE ASK Why do you say this attribute is confusing?

	EU= Easily Understood C = Confusing		EI = Extremely Important SI = Somewhat Important NI = Not Important		
“Patient load allows you to be effective”	EU	C	EI	SI	NI
“Not Excessive Amount of Mental or Physical Stress”	EU	C	EI	SI	NI
“Respect from Chief Technologist”	EU	C	EI	SI	NI
“Respect from Co-Workers”	EU	C	EI	SI	NI
“Work scheduling Process”	EU	C	EI	SI	NI
“Has the ability to influence their performance”	EU	C	EI	SI	NI
“Variety of duties”	EU	C	EI	SI	NI
“Provided with skills to grow”	EU	C	EI	SI	NI
“Amount of pride job gives” (*)	EU	C	EI	SI	NI
“Job security – Ability to stay employed”	EU	C	EI	SI	NI
“The level of autonomy”	EU	C	EI	SI	NI
“Feel safe at job”	EU	C	EI	SI	NI
“Feel you are indispensable”	EU	C	EI	SI	NI
“Respect received from Nurses”	EU	C	EI	SI	NI
“Respect you receive from Doctors”	EU	C	EI	SI	NI
“Health Care professionals you work with are team players” (*)	EU	C	EI	SI	NI
“Overtime” requirements”	EU	C	EI	SI	NI
“On Call Requirements”	EU	C	EI	SI	NI

“Respect Received from Doctors”	EU	C	EI	SI	NI
“Accuracy they are able to achieve”	EU	C	EI	SI	NI

Attribute _____ Answer to why it is confusing: _____

Q13. Now I’d like you to think about the overall Radiologic Technologist JOB. Again, think about the job at all facilities with which you are familiar. Thinking about the overall Technologist job, what are the most important things about a **Technologists** job that makes it a good or bad job **for a Technologist**? Please speak openly on everything that comes to mind.

Q13a. What other important things about the Technologist job that makes it a good versus bad job **for a Technologist**? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q14. What are the things that matter most to a **Technologist** about the job of the Technologist?

Q14a. What other aspects matter most to a **Technologist** about the job of the Technologist? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q14b. Tell me your feelings regarding RTs working outside the scope of their credentials or non-credentialed RTs? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q14c. What is the policy at your workplace regarding this and how do you feel about it?
[HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q15. Is there anything about the job of the Technologist that doesn't matter to you but **Technologists** feel it is important?

Q15a. What other things are important about the job of the Technologist to **Technologists** but are not that important to you? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

*[IF RESPONDENT IS SATISFIED THEN USE POSITIVE RATING]
[IF RESPONDENT IS DISSATISFIED THEN USE NON EXCELLENT RATING]*

Q16. Now, just thinking about your current job. You gave your job a NON EXCELLENT/POSITIVE rating? What are the main reasons for giving that rating? [JUST FOCUS ON MAIN REASONS]

Q16a. What are some other reasons for giving your current job a NON EXCELLENT / POSITIVE rating? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q17. What could change that would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD?

Q17a. What other changes would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q18. I am going to read a list of attributes about a Technologist’s job at a facility. Once again, please tell me two things about each. First, tell me if the attribute is easily understood or if it is confusing. Second, tell me if the attribute is Extremely Important, Somewhat Important or Not Important to a **Technologist** when it comes to judging a facility overall. [FOR EACH ATTRIBUTE... (READ ATTRIBUTE), do you understand this attribute or is it confusing? How important is this attribute to a **Technologist** when you judge a facility?] FOR ANY ATTRIBUTE THE RESPONDENT SAYS IS CONFUSING, PLEASE ASK Why do you say this attribute is confusing?

	EU= Easily Understood C = Confusing		EI = Extremely Important SI = Somewhat Important NI = Not Important		
“Your input is welcome”	EU	C	EI	SI	NI
“People you work with act professionally”	EU	C	EI	SI	NI
“Feel safe at work” (*)	EU	C	EI	SI	NI
“Appreciated by others they work with ” (*)	EU	C	EI	SI	NI
“Continuing education is critical”	EU	C	EI	SI	NI
“Women and men are treated equally”	EU	C	EI	SI	NI
“Technology allows for great patient care”	EU	C	EI	SI	NI
“Properly educated in jobs that you do”	EU	C	EI	SI	NI
“Equipment is well maintained”	EU	C	EI	SI	NI
“Have adequate support staff”	EU	C	EI	SI	NI

“Get adequate productivity incentives”	EU	C	EI	SI	NI
“Receive proper orientation on equipment and systems”	EU	C	EI	SI	NI
“Receive proper performance evaluation”	EU	C	EI	SI	NI
“Time off is not interrupted by work”	EU	C	EI	SI	NI
“Facility is well known”	EU	C	EI	SI	NI
“Co-Workers are properly certified/credentialed”	EU	C	EI	SI	NI
“Mastered profession”	EU	C	EI	SI	NI
“Skills are in demand”	EU	C	EI	SI	NI
“Work with reputable Radiologists”	EU	C	EI	SI	NI
“Sign on bonuses for new hires are fair”	EU	C	EI	SI	NI
“Receive proper compensation for extra hours”	EU	C	EI	SI	NI

Attribute _____ Answer to why it is confusing: _____

Attribute _____ Answer to why it is confusing: _____

I have just a few more questions

Q19. In your opinion, what are the names of some of the best Radiology facilities that you are aware of?

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

What are the names of other Radiology facilities that you consider as the best Radiology facilities to work at? {PROBE UNTIL UNPRODUCTIVE}

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Q20. In your opinion, what are the names of some of the Radiology facilities that would be the worst to work at that you are aware of?

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

What are the names of other Radiology facilities that you consider as the poorest Radiology facilities? {PROBE UNTIL UNPRODUCTIVE}

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Thank you very much for your time. May I please get the proper spelling of your name and mailing address so I can send you your check.

NAME: _____

STREET ADDRESS: _____ SUITE#: _____

CITY: _____ STATE: _____ ZIP: _____

GM9036
ASRT PHASE II QUESTIONNAIRE

INTERVIEWER NAME: _____ DATE: _____

RESPONDENT NAME: _____ PHONE # _____

TIME START: _____ TIME FINISH: _____

TECHNOLOGIST:	SATISFIED	DISSATISFIED
ADMINISTRATOR:	SATISFIED	DISSATISFIED

Ask to speak to the person whose name is on the screener.

Hello. My name is _____ and I'm calling from Savitz Research. First of all, let me thank you for participating in this important study. Today, we will primarily be discussing the details about your workplace's environment. Your opinions are valuable to us and we are eager to hear your feelings. This interview will last about 45 minutes and you will be given an honorarium of \$50.

Please think about your job as a **Technologist**. For these questions, I want you to think freely about the place where you currently work and places you've worked before in the Radiological sciences. You can even think of places where you've visited and obtained either a positive or negative opinion about their radiology work.

Q1. I would like to begin by asking you about a workplace. Thinking about the Radiologic Technologist function, what are the most important things that make a facility the best place to work? Please speak openly on everything that comes to mind.

Q1a. What other important things make a facility the best place to work? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q2. What are the aspects that matter most to you about the facility?

Q2a. What other aspects matter most to you about the facility? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q3. Is there anything about a workplace that doesn't matter to you but others feel it is important?

Q3a. What other things are important to others but are not that important to you? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

*[IF RESPONDENT IS SATISFIED THEN USE POSITIVE RATING]
[IF RESPONDENT IS DISSATISFIED THEN USE NEGATIVE RATING]*

Q4. Now, just thinking about your current facility. You gave your facility a NEGATIVE / POSITIVE rating. What are the MAIN reasons for giving that rating? [JUST FOCUS ON MAIN REASONS]

Q4a. What are some other reasons for giving your current facility a NEGATIVE / POSITIVE rating? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q5. What could change that would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD?

Q5a. What other changes would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q6. I am going to read a list of attributes about radiology facilities. Please tell me two things about each. First, tell me if the attribute is easily understood or if it is confusing. Second, tell me if the attribute is Extremely Important, Somewhat Important or Not Important to you when it comes to judging a facility overall.

[FOR EACH ATTRIBUTE... (READ ATTRIBUTE), do you understand this attribute or is it confusing? How important is this attribute to you when you judge a facility?]

FOR ANY ATTRIBUTE THE RESPONDENT SAYS IS CONFUSING, PLEASE ASK Why do you say this attribute is confusing?

	EU= Easily Understood C = Confusing		EI = Extremely Important SI = Somewhat Important NI = Not Important		
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“Communications Equipment”	EU	C	EI	SI	NI
“Records Management System”	EU	C	EI	SI	NI
“Location of Work”	EU	C	EI	SI	NI

“Safe environment at work”	EU	C	EI	SI	NI
“Personal Need Facilities like Child Care, Senior Care and Fitness Facilities”	EU	C	EI	SI	NI
“Employee Lounge/Breakroom Facilities” (*)	EU	C	EI	SI	NI
“Internal/On-site Training”	EU	C	EI	SI	NI
“External/Off-site Training”	EU	C	EI	SI	NI
“Communications with Chief Technologist”	EU	C	EI	SI	NI
“Working order of building (Elevators, etc)”	EU	C	EI	SI	NI
“Building Security”	EU	C	EI	SI	NI
“Janitorial service”	EU	C	EI	SI	NI
“Internet Communications”	EU	C	EI	SI	NI
“Tuition Assistance”	EU	C	EI	SI	NI
“Uniform reimbursement/Assistance”(*)	EU	C	EI	SI	NI

Attribute _____ Answer to why it is confusing: _____

Attribute _____ Answer to why it is confusing: _____

Q7. Now I'd like you to think about the Radiology staff. Again, think about the staff at all facilities with which you are familiar. Thinking about the Radiology staff, what are the most important things about the staff that make a facility the best place to work at? Please speak openly on everything that comes to mind.

Q7a. What other important things about the Radiology staff can make a facility the best place to work? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q8. What are the things that matter most to you about the Radiology staff?

Q8a. What other aspects matter most to you about the Radiology staff? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q9. Is there anything about the staff at a facility that doesn't matter to you but others feel it is important?

Q9a. What other things are important about the staff to others but are not that important to you? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

*[IF RESPONDENT IS SATISFIED THEN USE POSITIVE RATING]
[IF RESPONDENT IS DISSATISFIED THEN USE NEGATIVE RATING]*

Q10. Now, just thinking about the Radiology staff at your current facility. You gave your Radiology staff a NEGATIVE / POSITIVE rating? What are the MAIN reasons for giving that rating? [JUST FOCUS ON MAIN REASONS]

Q10a. What are some other reasons for giving the Radiology staff at your current facility a NEGATIVE / POSITIVE rating? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q11. What could change that would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD?

Q11a. What other changes would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q12. I am going to read a list of attributes about staffing at a Radiology facility. Once again, please tell me two things about each. First, tell me if the attribute is easily understood or if it is confusing. Second, tell me if the attribute is Extremely Important, Somewhat Important or Not Important to you when it comes to judging a facility overall.
 [FOR EACH ATTRIBUTE... (READ ATTRIBUTE), do you understand this attribute or is it confusing? How important is this attribute to you when you judge a facility?]
 FOR ANY ATTRIBUTE THE RESPONDENT SAYS IS CONFUSING, PLEASE ASK Why do you say this attribute is confusing?

	EU= Easily Understood C = Confusing	EI = Extremely Important SI = Somewhat Important NI = Not Important
“Patient load allows you to be effective”	EU C	EI SI NI
“Not Excessive Amount of Mental or Physical Stress”	EU C	EI SI NI
“Respect from Chief Technologist”	EU C	EI SI NI
“Respect from Co-Workers”	EU C	EI SI NI
“Work scheduling Process”	EU C	EI SI NI
“Has the ability to influence their	EU C	EI SI NI

performance”					
“Variety of duties”	EU	C	EI	SI	NI
“Provided with skills to grow”	EU	C	EI	SI	NI
“Amount of pride job gives” (*)	EU	C	EI	SI	NI
“Job security – Ability to stay employed”	EU	C	EI	SI	NI
“The level of autonomy”	EU	C	EI	SI	NI
“Feel safe at job”	EU	C	EI	SI	NI
“Feel you are indispensable”	EU	C	EI	SI	NI
“Respect received from Nurses”	EU	C	EI	SI	NI
“Respect you receive from Doctors”	EU	C	EI	SI	NI
“Health Care professionals you work with are team players” (*)	EU	C	EI	SI	NI
“Overtime” requirements”	EU	C	EI	SI	NI
“On Call Requirements”	EU	C	EI	SI	NI

Attribute _____ Answer to why it is confusing: _____
 Attribute _____ Answer to why it is confusing: _____

Q13. Now I'd like you to think about the overall Radiologic Technologist JOB. Again, think about the job at all facilities with which you are familiar. Thinking about the overall Technologist job, what are the most important things about the job that makes it a good or bad job? Please speak openly on everything that comes to mind.

Q13a. What other important things about the Technologist job that makes it a good versus bad job? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q14. What are the things that matter most to you about the job of the Technologist?

Q14a. What other aspects matter most to you about the job of the Technologist? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q14b. Tell me your feelings regarding RTs working outside the scope of their credentials or non-credentialed RTs? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q14c. What is the policy at your workplace regarding this and how do you feel about it? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q15. Is there anything about the job of the Technologist that doesn't matter to you but others feel it is important?

Q15a. What other things are important about the job of the Technologist to others but are not that important to you? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

[IF RESPONDENT IS SATISFIED THEN USE POSITIVE RATING]

[IF RESPONDENT IS DISSATISFIED THEN USE NEGATIVE RATING]

Q16. Now, just thinking about your current job. You gave your job a NEGATIVE/POSITIVE rating? What are the main reasons for giving that rating? [JUST FOCUS ON MAIN REASONS]

Q16a. What are some other reasons for giving your current job a NEGATIVE / POSITIVE rating? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q17. What could change that would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD?

Q17a. What other changes would have the most impact on changing your rating from GOOD TO BAD / BAD TO GOOD? [HEAVY, HEAVY PROBE – PROBE UNTIL UNPRODUCTIVE]

Q18. I am going to read a list of attributes about a Technologist's job at a facility. Once again, please tell me two things about each. First, tell me if the attribute is easily understood or if it is confusing. Second, tell me if the attribute is Extremely Important, Somewhat Important or Not Important to you when it comes to judging a facility overall.

[FOR EACH ATTRIBUTE... (READ ATTRIBUTE), do you understand this attribute or is it confusing? How important is this attribute to you when you judge a facility?]

FOR ANY ATTRIBUTE THE RESPONDENT SAYS IS CONFUSING, PLEASE ASK Why do you say this attribute is confusing?

	EU= Easily Understood C = Confusing		EI = Extremely Important SI = Somewhat Important NI = Not Important		
“Your input is welcome”	EU	C	EI	SI	NI
“People you work with act professionally”	EU	C	EI	SI	NI
“Feel safe at work” (*)	EU	C	EI	SI	NI
“Appreciated by patients” (*)	EU	C	EI	SI	NI
“Continuing education is critical”	EU	C	EI	SI	NI
“Women and men are treated equally”	EU	C	EI	SI	NI
“Technology allows for great patient care”	EU	C	EI	SI	NI
“Properly educated in jobs that you do”	EU	C	EI	SI	NI
“Equipment is well maintained”	EU	C	EI	SI	NI
“Have adequate support staff”	EU	C	EI	SI	NI
“Get adequate productivity incentives”	EU	C	EI	SI	NI
“Receive proper orientation on equipment and systems”	EU	C	EI	SI	NI
“Receive proper performance evaluation”	EU	C	EI	SI	NI
“Time off is not interrupted by work”	EU	C	EI	SI	NI
“Facility is well known”	EU	C	EI	SI	NI
“Co-Workers are properly certified/credentialed”	EU	C	EI	SI	NI
“Mastered profession”	EU	C	EI	SI	NI
“Skills are in demand”	EU	C	EI	SI	NI
“Work with reputable Radiologists”	EU	C	EI	SI	NI
“Sign on bonuses for new hires are fair”	EU	C	EI	SI	NI
“Receive proper compensation for extra hours”	EU	C	EI	SI	NI

Attribute _____ Answer to why it is confusing: _____
Attribute _____ Answer to why it is confusing: _____

I have just a few more questions.

Q19. In your opinion, what are the names of some of the best Radiology facilities that you are aware of?

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

What are the names of other Radiology facilities that you consider as the best Radiology facilities to work at? {PROBE UNTIL UNPRODUCTIVE}

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Q20. In your opinion, what are the names of some of the Radiology facilities that would be the worst to work at that you are aware of?

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

What are the names of other Radiology facilities that you consider as the poorest Radiology facilities? {PROBE UNTIL UNPRODUCTIVE}

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Name of Facility: _____ City, State: _____

Please tell me why you feel this way: _____

Thank you very much for your time. May I please get the proper spelling of your name and mailing address so I can send you your check.

NAME: _____

STREET ADDRESS: _____ SUITE#: _____

CITY: _____ STATE: _____ ZIP: _____