

#### What is a career ladder?

A career ladder refers to the normal grade progression through which employees advance to reach their full performance level in a particular occupation.

It consists of grades and levels ranging from an entry level at which an employee can be hired to the most advanced level the employee can attain.

This structured career development plan is designed to provide employees with a list of tasks required for the position, as well as the trainings needed or the knowledge that has to be attained. Employees need to actively pursue and satisfactorily complete assignments and/or trainings that will prepare them for advancement. Each supervisor has to ensure that employees are provided increasingly with more complex assignments and trainings in order to guide them to the position they aspire.

There are currently around 50 career ladders; additional career ladders are added every year, and existing ones are periodically revisited.

# What is the purpose of a career ladder?

Career ladders are created to plan career improvements in a structured manner. In addition to education, they recognize the developmental needs that would help employees realize their potential more effectively. For a career ladder to be effective, the change in the nature of the duties and responsibilities required by a certain position must be significant, logical, and gradual.

Career ladders typically comprise of four levels unless otherwise specified as per the nature of the job: entry level, fully proficient, expert level, and a lead level. While educational and job-specific requirements differ from one position and one level to another, the general profile for each level in each of the designated jobs follows somehow the same pattern:

- 1. Entry: The employee has limited experience with basic skills' training, performs single skilled routine tasks, and works with clearly defined processes under close supervision.
- 2. Fully proficient: The employee is skilled in own area, works within a moderate degree of supervision, takes initiative to share expertise in order to improve departmental processes, and assists in the development of resource material.
- 3. Expert: The employee has in-depth technical expertise in own area, provides mentoring, coaching, and guidance to others, leads teams and projects, and completes tasks with a minimal degree of supervision.
- **4. Lead:** The employee supervises and provides direction to others, manages own time and that of others, recommends and initiates adequate changes to current processes, is multi-skilled in a number of activities, and may coordinate several tasks beyond the specific job description.

A career ladder starts at an entry level with no years of experience required. Basic knowledge in understanding and applying principles, procedures, and requirements related to technical expertise is needed. At this stage, an employee should have the minimal analytical skills to solve problems in a logical and organized manner.

After 2 to 3 years, proficient knowledge in technical area is gained, and the work conducted requires less direct supervision. Creative thinking is used in solving problems involving varied levels of complexity, ambiguity, and risk.

At the expert level, the employee becomes an expert in the field, learning more complex procedures in a specified technical area.

The lead stage is reached after the employee has had enough experience over a certain number of years. In-depth knowledge in the technical area is efficiently displayed, and the person is sought out as an expert in the field. Employees at the lead level participate actively in quality reviews and performance improvement projects. In the lead stage, one engages professionally in developing the workflow, service delivery, and streamline routine functions.

### What is a job family?

A job family is a series of related jobs requiring similar knowledge, skills and abilities. Each job family involves all jobs - irrespective of the level and grade - that share similar purposes and processes.

At AUBMC, there are 14 different job families into which all positions are grouped. Job family classification is related to the position itself and not the person occupying it.

AUBMC aligns jobs that fit together in terms of competencies and purposes into unique job families to ensure:

- Greater uniformity and consistency
- · More effective and flexible competency-based training administration and participation
- · Smoother and more systematic career development and interdepartmental transfers
- Strengthened equity within job families with respect to performance standards
- Clearer understanding of the nature of the jobs, the positions, and the common grounds for jobs in the same family
- Better insight about their prospective career path at AUBMC

#### General Criteria for Advancement

More complex/additional competencies and/or educational requirements	Additional years of experience as indicated in the job-specific ladder
3. Additional responsibilities and contributions	4. Acceptable performance exceeding 3.5 or above as required by the job-specific ladder and level

# Job Family under the Spotlight

#### **Skilled Labor**

Members of this job family perform technical skills related to specific crafts. The skills are of vocational nature, and they require apprenticeship and specific training.

#### Corresponding Career Ladders:

- Blacksmith
- Carpenter
- Electrician
- Electronics Technician
- HVAC Technician
- · Kitchen Equipment Technician
- Locksmith
- Masonry
- Metal Worker
- Movables
- Operations and Maintenance Technician
- Plumber
- Steam Fitter-Pipe Fitter
- Sterilization Technician
- Water Quality and Medical Gases Technician

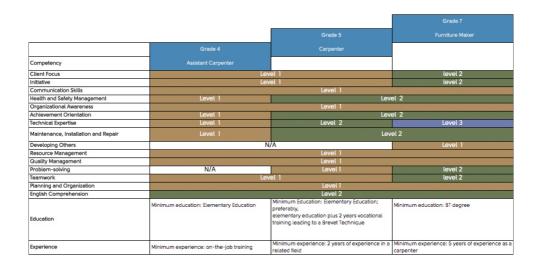
# Blacksmith Career Ladder



		Grade 6	
	Grade 4	Blacksmith	
Competency	Assistant Blacksmith	Diagram III	
Client Focus		evel 1	
Achievement Orientation	Level 1	Level 2	
Initiative		evel 1	
Communication Skills		evel 1	
Health and Safety Management	Level 1	Level 2	
Organizational Awareness	20101	evel 1	
Technical Expertise	Level 1	Level 2	
recrificat Experuse	Level 1	Levet 2	
Maintenance, Installation and Repair	Le	Level 2	
Resource Management	Le	Level 1	
Quality Management	Le	evel 1	
Problem-solving	N/A	Level 1	
Teamwork	Le	evel 1	
Planning and Organization	Le	Level 1	
Professionalism	Le	Level 1	
English Comprehension	Le	Level 2	
Education	Minimum education: Elementary Education	Minimum education: Elementary Education; preferably, elementary education plus 2 years vocational training leading to a Brevet Technique	
Experience	Minimum experience: on-the-job training	Minimum experience: 2 years of experience in a similar field	

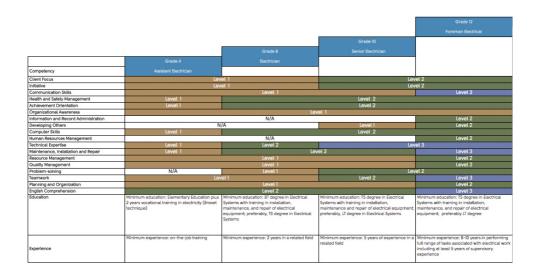
#### Carpenter Career Ladder





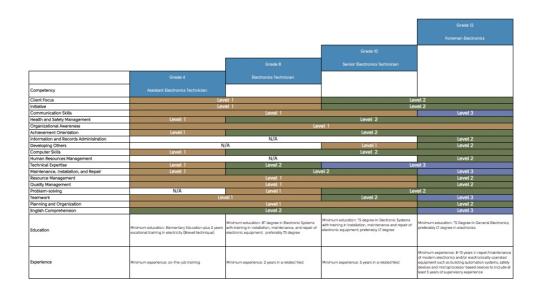
#### Electrician Career Ladder





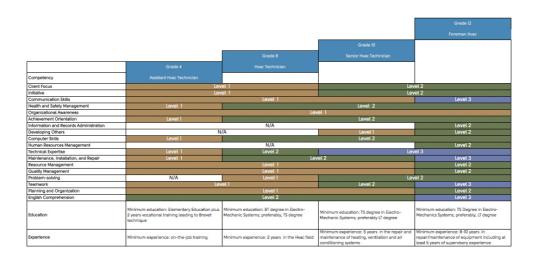
#### Electronics Technician Career Ladder





#### HVAC Technician Career Ladder





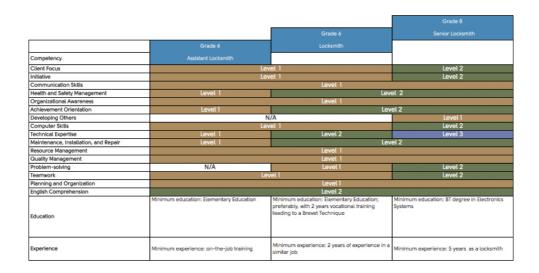
### Kitchen Equipment Technician Career Ladder



		Grade 8	
	Grade 6	Kitchen Equipment Technician	
Competency	Assistant Kitchen Equipment Technician		
Client Focus	Lev	rel 1	
Initiative	Lev	rel 1	
Communication Skills	Lev	rel 1	
Health and Safety Management	Lev	el 2	
Organizational Awareness	Lev	rel 1	
Achievement Orientation	Level 1	Level 2	
Technical Expertise	Level 1	Level 2	
Maintenance, Installation, and Repair	Level 1	Level 2	
Resource Management	Lev	rel 1	
Quality Management	Lev	rel 1	
Problem-solving	N/A	Level 1	
Teamwork	Lev	Level 1	
Planning and Organization	Lev	Level 1	
English Comprehension	Lev	rel 2	
Education	Minimum education: Elementary Education plus 2 years vocational training leading to Brevet Technique	Minimum education: BT degree in Electro- Mechanic Systems; preferably TS degree	
Experience	Minimum experience: on-the-job training; preferably, I year in a similar job	Minimum experience: 2 years of experience in a similar job	

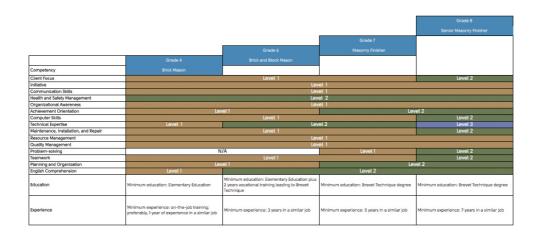
#### Locksmith Career Ladder





#### Masonry Career Ladder





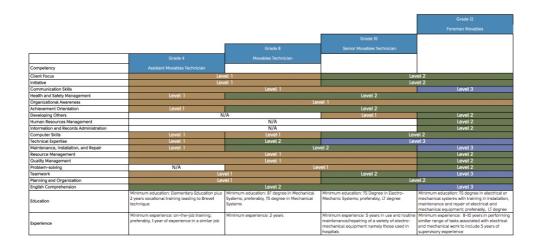
#### Metal Worker Career Ladder



		Grade 6	
	Grade 4	Metal Worker	
Competency	Assistant Metal Worker		
Client Focus	Lev	el I	
Initiative	Lev	el 1	
Communication Skills	Lev	el 1	
Health and Safety Management	Level 1	level 2	
Organizational Awareness	Lev	el 1	
Achievement Orientation	Level 1	Level 2	
Technical Expertise	Level 1	Level 2	
Maintenance, Installation and Repair	N/A	Level 2	
Resource Management	Lev	el 1	
Quality Management	Lev	el 1	
Problem-solving	N/A	Level 1	
Teamwork	Lev	vel 1	
Planning and Organization	Lev	vel 1	
English Comprehension	Lev	Level 2	
Education	Minimum education: Elementary Education plus 2 years vocational training leading to Brevet Technique	Minimum education: Elementary Education plus 2 years vocational training leading to a Brevet Technique; preferably, BT degree	
Experience	Minimum experience: on-the-job training	Minimum experience: 2 years in a similar job	

#### Movables' Job Career Ladder





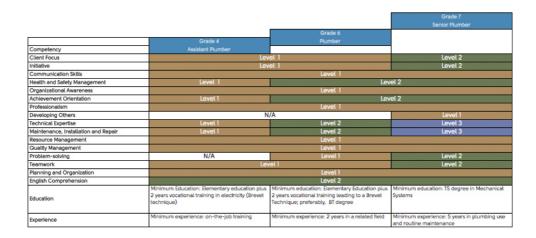
#### Operation and Maintenance Career Ladder



		Grade 10	
		Operation & Maintenance Supervisor	
	Grade 8		
	Operation & Maintenance Technician		
Competency			
Client Focus	Level 1	Level 2	
Initiative	Level 1	Level 2	
Communication Skills	Le	evel 1	
Health and Safety Management	Le	vel 2	
Organizational Awareness	Le	evel 1	
Achievement Orientation	Le	vel 2	
Professionalism	Le	evel 1	
Developing Others	N/A	Level 1	
Technical Expertise	Level 2	Level 3	
Maintenance, Installation, and Repair	Level 2	Level 3	
Resource Management	Le	evel 1	
Quality Management	Level 1	Level 2	
Problem-solving	Level 1	Level 2	
Teamwork	Le	evel 1	
Planning and Organization	Level 1	Level 2	
English Comprehension	Le	evel 2	
Education	Minimum education: BT degree in Electo- Mechanical Systems; preferably, TS degree	Minimum education: TS degree in Electro- mechanic Systems; preferably, LT degree	
Experience	Minimum experience: 4 years in a similar job	Minimum experience: 7 years	

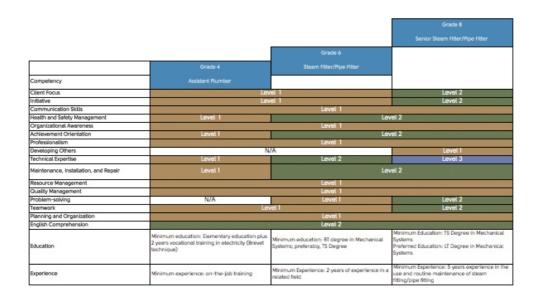
#### Plumber Career Ladder





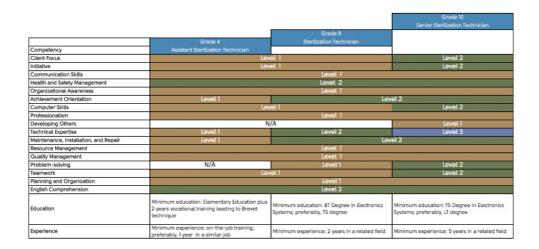
#### Steam Fitter-Pipe Fitter AUBMC Career Ladder





#### Career Ladder





#### Water Quality and Medical Gases Career Ladder



			Grade 9
		Grade 8	Medical Gases Technician
		Water Treatment Technician	
	Grade 6		
Competency	Assistant Water Quality & Medical Gases Technician		
Client Focus		Level 1	
Initiative		Level 1	
Communication Skills		Level 1	
Health and Safety Management	Level 1	Lev	el 2
Organizational Awareness		Level 1	
Achievement Orientation	Level 1	Lev	el 2
Computer Skills		Level 1	
Developing Others	N/A	Lev	rel 1
Technical Expertise	Level 1	Lev	rel 2
Maintenance, Installation, and Repair	Level 1	Level 2	
Resource Management		Level 1	
Quality Management		Level 1	
Problem-solving	N/A	Level 1	
Teamwork		Level 1	
Planning and Organization		Level 1	
English Comprehension	Level 2		
Education	Minimum education: Elementary Education plus 2 years vocational training leading to Brevet technique	Minimum education: BT degree in Mechanical Systems; preferably, TS degree	Minimum education: BT degree in Mechanical Systems; preferably, TS degree in Mechanical Systems
Experience	Minimum experience: on-the-job training; preferably, I year of experience in a similar job	Minimum experience: 2 years	Minimum experience: 2 years

# Notes

American University of Beiru Medical Center

Riad El Solh. Beirut 1107 202

Beirut - Lebanon

Tel: +961-1-350 000 ext. 3000

www.aubmc.org