



# Job Family: Clinical Professional

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AMERICAN UNIVERSITY of BEIRUT MEDICAL CENTER  
المرکز الطبي في الجامعة الأميركية في بيروت

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# 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

1. More complex/additional competencies and/or educational requirements	2. 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

## Clinical Professional

Members of this job family provide specialized therapeutic services to patients.

### Corresponding Career Ladders:

- ABA Therapist
- Clinical Pharmacist
- Infection Control
- Medical Dosimetrist
- Occupational Therapist
- Operational Pharmacist
- Physical Therapist

# ABA Therapist Career Ladder



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	Grade 12 ABA Therapist	Grade 13 Senior ABA Therapist
Competency		
Client Focus	Level 1	Level 2
Initiative	Level 1	Level 2
Communication Skills		Level 2
Health and Safety Management		Level 1
Organizational awareness		Level 1
Achievement Orientation	Level 1	Level 2
Ethical Practice		Level 1
Plan of Care	Level 1	Level 2
Patient Assessment		Level 2
Health , Education, Prevention and Promotion	Level 1	Level 2
Professional Development		Level 1
Information and Records Administration		Level 4
Professionalism		Level 1
Developing Others	N/A	Level 1
Computer Skills		Level 2
Technical Expertise	Level 2	Level 3
English Comprehension	Level 3	Level 4
Problem-solving	Level 1	Level 2
Teamwork		Level 1
Planning and Organization	Level 1	Level 2
Education	Minimum education: Bachelor's degree in Psychology or Special Education or any related field	Master's degree in Applied Behavior Analysis, Psychology, Special Education or any related field; preferably Board Certified Behavior Analyst certification.
Experience	Minimum experience: 3 years working with children with Autism Spectrum Disorders using ABA principles; preferably, home-based or school-based behavioral therapy.	Minimum experience: 5 years working with children with Autism Spectrum Disorders using ABA principles; preferably, home-based or school-based behavioral therapy.

# Clinical Pharmacist Career Ladder



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	Grade 11 Clinical Staff Pharmacist	Grade 12 Attending Clinical Pharmacist	Grade 13 Senior Attending Clinical Pharmacist	Grade 14 Clinical Pharmacist Team Lead
Competency				
Client Focus		Level 1	Level 2	Level 3
Initiative		Level 1	Level 2	Level 3
Communication Skills	Level 1	Level 2	Level 2	Level 3
Health and Safety Management		Level 1		Level 3
Organizational Awareness		Level 1		Level 2
Achievement Orientation	Level 1		Level 2	Level 2
Business Acumen		N/A	Level 1	Level 2
Drug Distribution		Level 2		Level 3
Clinical Practice		N/A	Level 2	Level 2
Evidence-based Practice		N/A	Level 1	Level 1
Patient Assessment		Level 1		Level 2
Health, Education, Prevention and Promotion	Level 1		Level 2	Level 3
Professional Development		Level 1		Level 2
Applied Technology			Level 2	
Information and Records Administration		Level 3		Level 4
Human Resources Management		N/A		Level 2
Professionalism		Level 1		Level 2
Developing Others		N/A	Level 1	Level 2
Computer Skills		Level 2		Level 3
Technical Expertise	Level 1		Level 2	Level 3
English Comprehension	Level 3			Level 4
Resource Management		Level 1		Level 2
Quality Management	Level 1		Level 2	Level 3
Problem-solving		Level 1		Level 2
Teamwork		Level 1		Level 2
Planning and Organization		Level 1		Level 2
Education	Minimum education: Bachelor's degree in Pharmacy	Minimum education: Bachelor's degree in Pharmacy	Minimum education: Bachelor's degree in Pharmacy	Minimum education: Bachelor's degree in Pharmacy, preferably, Master's degree in Pharmacy or related field and/or Board certification
Experience	Minimum experience: No experience required	Minimum experience: 1 year as Staff Pharmacist or Pharm D	Minimum experience: 4 years of Hospital Pharmacy Practice OR 3 years of Hospital Pharmacy Practice with Pharm D or PGY-1 Pharmacy Practice Residency or its equivalent	Minimum experience: 8 years of Hospital Pharmacy Practice with at least 3 years of experience in a managerial position 7 years of Hospital Pharmacy Practice with Pharm D or PGY-1 Pharmacy Practice Residency or its equivalent with at least 3 years of experience in a managerial position

# Infection Control Career Ladder



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	Grade 10 Infection Control Officer	Grade 12 Infection Control Professional	Grade 14 Manager, Infection Control and Prevention Program
Competency			
Client Focus	Level 1	Level 2	
Initiative	Level 1	Level 2	Level 3
Communication Skills	Level 1		Level 3
Health and Safety Management	Level 3		
Organizational Awareness	Level 1	Level 2	
Achievement Orientation	Level 2		Level 3
Evidence-based Practice	Level 1	Level 2	
Professional Development	Level 1	Level 2	
Information and Records Administration	Level 4		
Human Resources Management	N/A		Level 2
Professionalism	Level 1		Level 2
Developing Others	N/A	Level 1	Level 2
Quality Management	Level 2	Level 3	
Problem-solving	Level 1	Level 2	Level 3
Teamwork	Level 1		Level 2
Planning and Organization	Level 1		Level 2
Education	Minimum education: Bachelor's Degree in health related field; preferably, Master's degree in health related field	Minimum education: Master's degree in Nursing or Public Health in the field of Epidemiology Certification in Infection Control is required.	Minimum education: Master's degree in Public Health or related field; preferably, Certification Board in Infection Control.
Experience	Minimum experience: 1 year of experience in a similar job	Minimum experience: 1 year	Minimum experience: More than 5 years with at least 2 years job training as infection control professional.

# Medical Dosimetrist Career Ladder

	Grade 11 Medical Dosimetrist	Grade 12 Senior Medical Dosimetrist	Grade 13 Lead Medical Dosimetrist
Competency			
Client Focus	Level 1		Level 2
Initiative	Level 1		Level 2
Communication Skills		Level 2	
Health and Safety Management		Level 2	Level 3
Organizational Awareness	Level 1		Level 2
Achievement Orientation		Level 2	
Plan of Care	Level 1		Level 2
Patient Assessment		Level 1	
Professional Development		Level 1	Level 2
Applied Technology		Level 3	
Information and Records Administration	Level 3		Level 4
Professionalism		Level 1	
Developing Others	N/A		Level 1
Computer Skills		Level 3	
Technical Expertise	Level 1	Level 2	Level 3
English Comprehension		Level 3	Level 4
Resource Management		Level 1	
Quality Management		Level 1	Level 2
Problem-solving	Level 1		Level 2
Teamwork		Level 1	Level 2
Planning and Organization		Level 1	
Education	Minimum education: Bachelor's degree in Physics; preferably, Master's degree in Physics	Minimum education: Bachelor's degree in Physics; preferably, Master's degree in Physics and certification in medical dosimetry (ABMD)	Minimum education: Master's degree in Physics Certification: Certification in medical dosimetry (ABMD)
Experience	Minimum experience : 0-2 years as a Medical Dosimetrist or the equivalent	Minimum experience : 2 years as a Medical Dosimetrist or the equivalent	Minimum experience: 5 years as Senior Medical Dosimetrist or the equivalent

# Occupational Therapy Career Ladder



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	Grade II Occupational Therapist I	Grade I2 Occupational Therapist II	Grade I3 Occupational Therapist III
Competency			
Client Focus		Level 2	
Initiative	Level 1		Level 2
Communication Skills		Level 2	
Health and Safety Management	Level 2		Level 3
Organizational Awareness		Level 1	Level 2
Achievement Orientation	Level 1		Level 2
Health Education, Prevention and Promotion	Level 1	Level 2	Level 3
Plan of Care	Level 2		Level 3
Patient Assessment	Level 1		Level 2
Professional Development	Level 1	Level 2	Level 3
Applied Technology		Level 2	
Information and Records Administration	Level 3		Level 4
Professionalism		Level 1	
Developing Others	N/A	Level 1	Level 2
Computer Skills		Level 2	
Technical Expertise	Level 1	Level 2	Level 3
English Comprehension		Level 3	Level 4
Resource Management		Level 1	
Quality Management	Level 1	Level 2	Level 3
Problem-solving	N/A	Level 1	Level 2
Teamwork		Level 1	Level 2
Planning and Organization	N/A		Level 1
Education	Minimum education: Bachelor's Degree in Occupational Therapy	Minimum education: Bachelor's degree in Occupational Therapy; preferably, Master's degree in Occupational Therapy	Minimum education: Master's degree in Occupational Therapy or Public Health degree
Experience	Minimum Experience: No experience required	Minimum Experience: 5 years as an Occupational Therapist I	Minimum experience: 5 years as an Occupational Therapist II or the equivalent

# Operational Pharmacist Career Ladder



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	Grade I1 Operational Staff Pharmacist	Grade I2 Attending Operational Pharmacist	Grade I3 Senior Attending Operational Pharmacist	Grade I4 Operational Pharmacist Team Lead
Competency				
Client Focus	Level 1	Level 1	Level 2	Level 3
Collaboration	Level 1	Level 1	Level 2	Level 3
Communication Skills	Level 1	Level 1	Level 2	Level 3
Health and Safety Management	Level 2	Level 2	Level 3	Level 3
Organizational Awareness	Level 1	Level 1	Level 2	Level 2
Performance Orientation	Level 1	Level 1	Level 2	Level 2
Business Acumen	N/A	Level 2	Level 1	Level 2
Drug Distribution		Level 2	Level 2	Level 3
Clinical Practice		N/A	Level 1	Level 2
Evidence-based Practice	Level 1	N/A	Level 2	Level 2
Health, Education, Prevention and Promotion	Level 1	Level 1	Level 2	Level 2
Professional Development	Level 1	Level 1	Level 2	Level 2
Special Technology		Level 3	Level 2	Level 4
Information and Records Administration	Level 3			
Human Resources Management		N/A		Level 2
Professionalism		Level 1		Level 2
Developing Others		N/A	Level 1	Level 2
Computer Skills		Level 2		Level 3
Technical Expertise	Level 1	Level 2	Level 2	Level 3
Digital Competence	Level 3		Level 4	Level 3
Resource Management		Level 1		Level 2
Quality Management	Level 1		Level 2	Level 3
Program-making	Level 1	Level 1	Level 2	Level 3
Teamwork	Level 1	Level 1	Level 2	Level 3
Planning and Organization	Level 1			Level 2
Education	Minimum education: Bachelor's degree in Pharmacy	Minimum education: Bachelor's degree in Pharmacy	Minimum education: Bachelor's degree in Pharmacy	Minimum education: Bachelor's degree in Pharmacy Preferred education: Master's degree in Pharmacy or related field and/or Board Certification
Experience	Minimum experience: No experience required	Minimum experience: 1 year as Staff Pharmacist or Pharm D	Minimum experience: 4 years of Hospital Pharmacy Practice OR 3 years of Hospital Pharmacy Practice with Pharm D or PGY-1 Pharmacy Practice Residency or its equivalent	Minimum experience: 8 years of Hospital Pharmacy Practice with at least 3 years of experience in a managerial position 7 years of Hospital Pharmacy Practice with Pharm D or PGY-1 Pharmacy Practice Residency or its equivalent with at least 3 years of experience in a managerial position

# Physical Therapy Career Ladder



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	Grade II Physical Therapist I	Grade 12 Physical Therapist II	Grade 13 Physical Therapist III	Grade 14 Physical Therapy Coordinator
<b>Competency</b>				
<b>Client Focus</b>	Level 2			
<b>Initiative</b>	Level 1		Level 2	
<b>Communication Skills</b>		Level 2		Level 3
<b>Health and Safety Management</b>	Level 2		Level 3	
<b>Organizational Awareness</b>	Level 1	Level 1		Level 2
<b>Achievement Orientation</b>			Level 2	
<b>Health Education, Prevention and Promotion</b>	Level 1	Level 2		Level 3
<b>Human Resources Management</b>		N/A		Level 2
<b>Plan of Care</b>	Level 2		Level 3	
<b>Patient Assessment</b>	Level 1		Level 2	
<b>Professional Development</b>	Level 1	Level 2		Level 3
<b>Applied Technology</b>		Level 2		Level 3
<b>Information and Records Administration</b>	Level 3		Level 4	
<b>Professionalism</b>		Level 1		Level 2
<b>Developing Others</b>	N/A	Level 1		Level 2
<b>Computer Skills</b>		Level 2		Level 3
<b>Technical Expertise</b>	Level 1	Level 2		Level 3
<b>English Comprehension</b>		Level 3		Level 4
<b>Resource Management</b>		Level 1		Level 2
<b>Quality Management</b>	Level 1	Level 2		Level 3
<b>Problem-solving</b>	N/A	Level 1		Level 3
<b>Teamwork</b>		Level 1		Level 2
<b>Planning and Organization</b>	N/A		Level 1	Level 2
<b>Education</b>	Minimum education: Bachelor's degree in Physical Therapy	Minimum education: Bachelor's degree in Physical Therapy; preferably, Master's degree in Physical Therapy	Minimum education: Master's degree in Physical Therapy or Public Health	Minimum education: Master's degree in Physical Therapy or Public Health
<b>Experience</b>	Minimum experience: No experience required	Minimum experience: 5 years of experience as a Physical Therapist I	Minimum experience: 5 years as a Physical Therapist II or the equivalent	Minimum experience: 10 years of experience in the Physical Therapy Department





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