

Job Family: Nursing

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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

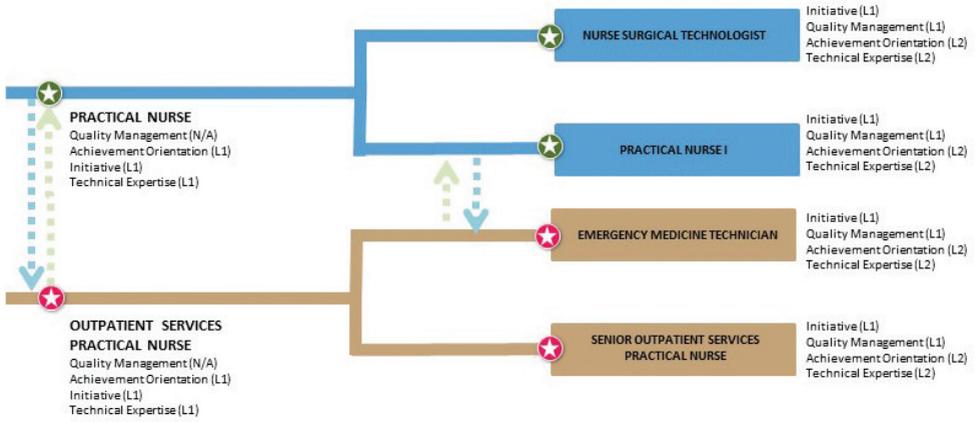
Job Family under the Spotlight

Nursing

Members of the job family provide direct nursing care to patients.

Corresponding Career Ladders:

- Clinical Nurse Specialist
- Emergency Medicine Technician (Emergency Unit)
- Inpatient Registered Nurse
- Nurse Surgical Technologist (Operating Rooms and Delivery Suite)
- Outpatient Services Registered Nurse
- Outpatient Services Practical Nurse (Specialty Clinics Surgery)



Clinical Nurse Specialist Career Ladder



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	Grade 13 Clinical Nurse Specialist I	Grade 14 Clinical Nurse Specialist II	Grade 15 Chief Clinical Nurse Specialist
Competency			
Client Focus	Level 1	Level 2	Level 3
Initiative	Level 1	Level 2	Level 3
Communication Skills	Level 2		Level 3
Health and Safety Management	Level 3		Level 3
Organizational Awareness	Level 2		Level 3
Achievement Orientation	Level 2		Level 3
Ethical Practice	Level 2		Level 3
Change Leadership	N/A		Level 1
Stress Management	Level 2		Level 3
Health Education, Prevention and Promotion	Level 2	Level 3	
Computer Skills	Level 3		Level 3
Evidence-based Practice	Level 4		Level 3
Plan of Care	Level 2	Level 3	
Patient Assessment	Level 2		Level 3
Applied Technology	Level 4		Level 3
Information and Records Administration	Level 4		Level 3
Professionalism	Level 1	Level 1	Level 2
Developing Others	N/A	Level 1	Level 2
Professional Development	Level 2	Level 2	Level 3
Technical Expertise	Level 3	Level 3	Level 4
English Comprehension	Level 4		Level 3
Human Resources Management	N/A		Level 2
Resource Management	Level 1		Level 2
Quality Management	Level 3		Level 3
Problem-solving	Level 1	Level 2	Level 3
Teamwork	Level 1	Level 2	Level 3
Planning and Organization	Level 2		Level 3
Education	Minimum education: Master's degree in Nursing	Minimum education: Master's degree in Nursing	Minimum education: Master's degree in Nursing
Experience	Experience: 0-3 years in direct patient care; preferably, specialty related Clinical Nurse board certification	Experience: 0-3 years in direct patient care / Specialty related Clinical Nurse board certification is required.	Minimum experience: 10 years of clinical nursing, 5 years of which are in a nursing leadership of a comparable position / Specialty related Clinical Nurse board certification is required.

Emergency Medicine Technician Career Ladder (Emergency Unit)



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	Grade 5 Practical Nurse	Grade 7 Emergency Medicine Technician
Competency		
Client Focus	Level 1	Level 1
Achievement Orientation	Level 1	Level 2
Initiative	Level 1	Level 2
Communication Skills	Level 2	Level 2
Health and Safety Management	Level 2	Level 2
Organizational Awareness	Level 1	Level 1
Patient Assessment	Level 1	Level 1
Health Education, Prevention and Promotion	N/A	Level 1
Quality Management	N/A	Level 1
Technical Expertise	Level 1	Level 2
Applied Technology	Level 2	Level 2
Resource Management	Level 1	Level 1
Information and Records Administration	Level 2	Level 2
Teamwork	Level 1	Level 1
Developing Others	N/A	Level 1
Stress Management	Level 1	Level 1
Professionalism	Level 1	Level 1
Computer Skills	Level 1	Level 1
English Comprehension	Level 2	Level 2
Education	Minimum education: Practical Nurse Diploma or BT degree Field of Expertise: Nursing	Minimum education: Practical Nurse diploma or BT degree Field of Expertise: Nursing
Experience	Minimum experience: none required	Minimum experience: 2 years as a practical nurse; preferably, with phlebotomy certification

Inpatient Registered Nurse Career Ladder



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	Grade 9 Registered Nurse II	Grade 10 Registered Nurse III	Grade 11 Registered Nurse IV	Grade 12 Registered Nurse V
Competency	Level 1	Level 2	Level 2	Level 2
Client Focus	Level 1	Level 2	Level 2	Level 2
Achievement Orientation	Level 1	Level 2	Level 2	Level 2
Initiative	Level 1	Level 2	Level 2	Level 3
Communication Skills	Level 1	Level 2	Level 2	Level 3
Health and Safety Management	Level 1	Level 2	Level 2	Level 3
Organizational Awareness	Level 1	Level 2	Level 2	Level 3
Patient Assessment	Level 1	Level 2	Level 2	Level 3
Plan of Care	Level 1	Level 2	Level 2	Level 3
Health Education, Prevention and Promotion	Level 1	Level 2	Level 2	Level 3
Drug Administration	Level 1	Level 2	Level 2	Level 3
Evidence-based Practice	N/A	Level 1	Level 2	Level 3
Ethical Practice	Level 1	Level 1	Level 2	Level 2
Community Service	Level 1	Level 1	Level 2	Level 3
Quality Management	Level 1	Level 1	Level 2	Level 3
Technical Expertise	Level 1	Level 1	Level 2	Level 3
Applied Technology	Level 1	Level 2	Level 2	Level 4
Professional Development	Level 1	Level 1	Level 2	Level 2
Resource Management	Level 1	Level 1	Level 2	Level 2
Problem-solving	Level 1	Level 2	Level 2	Level 3
Information and Records Administration	Level 1	Level 1	Level 2	Level 4
Teamwork	N/A	Level 1	Level 2	Level 3
Developing Others	N/A	Level 1	Level 1	Level 2
Planning and Organization	Level 1	Level 1	Level 1	Level 2
Human Resources Management	N/A	Level 1	Level 1	Level 1
Stress Management	Level 1	Level 2	Level 2	Level 3
Professionalism	Level 1	Level 1	Level 2	Level 2
Computer Skills	Level 1	Level 1	Level 2	Level 3
English Comprehension	Level 1	Level 2	Level 2	Level 3
Education	Minimum education: Bachelor's degree in Nursing	Minimum education: Bachelor's degree in Nursing	Minimum education: Bachelor's degree in Nursing; preferably, Master's degree in Nursing	Minimum education: Bachelor's degree in Nursing; preferably, Master's degree in Nursing
Experience	Minimum experience: none required	Minimum experience: 2-3 years	Minimum experience: 3-5 years	Minimum experience: 5-7 years

Outpatient Services Registered Nurse Career Ladder



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	Grade 9 Outpatient Services Registered Nurse II	Grade 10 Outpatient Services Registered Nurse III	Grade 12 Unit Coordinator
Competency	Level 1	Level 2	Level 3
Client Focus	Level 1	Level 2	Level 3
Achievement Orientation	Level 1	Level 2	Level 3
Initiative	Level 1	Level 2	Level 3
Communication Skills	Level 1	Level 2	Level 3
Health and Safety Management	Level 1	Level 2	Level 3
Organizational Awareness	Level 1	Level 2	Level 3
Patient Assessment	Level 1	Level 2	Level 3
Plan of Care	Level 1	Level 2	Level 3
Health Education, Prevention and Promotion	Level 1	Level 2	Level 3
Drug Administration	N/A	Level 1	Level 3
Evidence-based Practice	N/A	Level 1	Level 3
Ethical Practice	Level 1	Level 2	Level 3
Quality Management	Level 1	Level 2	Level 3
Technical Expertise	Level 1	Level 2	Level 3
Applied Technology	Level 1	Level 2	Level 4
Professional Development	Level 1	Level 1	Level 2
Resource Management	Level 1	Level 1	Level 2
Problem-solving	Level 1	Level 2	Level 3
Information and Records Administration	Level 1	Level 2	Level 4
Teamwork	Level 1	Level 1	Level 3
Developing Others	N/A	Level 1	Level 2
Planning and Organization	Level 1	Level 1	Level 2
Human Resources Management	N/A	N/A	Level 2
Stress Management	Level 1	Level 2	Level 3
Professionalism	Level 1	Level 1	Level 2
Computer Skills	Level 1	Level 1	Level 3
English Comprehension	Level 1	Level 3	Level 4
Education	Minimum education: Bachelor's degree in Nursing	Minimum education: Bachelor's degree in Nursing	Minimum education: Bachelor's degree in Nursing; preferably Master's degree in Nursing
Experience	Minimum experience: none required	Minimum experience: 2-3 years	Minimum experience: 5-7 years of experience

Outpatient Services Practical Nurse Career Ladder (Specialty Clinics Surgery)

	Grade 5	Grade 7
	Outpatient Services Practical Nurse	Senior Outpatient Services Practical Nurse
Competency		
Client Focus		Level 1
Achievement Orientation	Level 1	Level 2
Initiative		Level 1
Communication Skills		Level 2
Health and Safety Management		Level 2
Organizational Awareness		Level 1
Patient Assessment		Level 1
Health Education, Prevention and Promotion	N/A	Level 1
Quality Management	N/A	Level 1
Technical Expertise	Level 1	Level 2
Applied Technology		Level 2
Resource Management		Level 1
Information and Records Administration		Level 2
Teamwork		Level 1
Developing Others	N/A	Level 1
Stress Management		Level 1
Professionalism		Level 1
Computer Skills		Level 1
English Comprehension		Level 2
Education	Minimum education: Practical Nurse Diploma or BT degree Field of Expertise: Nursing	Minimum education: Practical Nurse Diploma or BT degree Field of Expertise: Nursing
Experience	Minimum experience: none required	Minimum experience: 2 years as an Outpatient Services Practical Nurse in the Specialty Clinics Surgery Unit

Nurse Surgical Technologist Career Ladder (Operating Rooms & Delivery Suites)



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	Grade 5 Practical Nurse	Grade 7 Nurse Surgical Technologist
Competency		
Client Focus	Level 1	Level 2
Achievement Orientation	Level 1	Level 2
Initiative	Level 1	Level 2
Communication Skills	Level 2	Level 2
Health and Safety Management	Level 2	Level 2
Organizational Awareness	Level 1	Level 2
Patient Assessment	Level 1	Level 2
Health Education, Prevention and Promotion	N/A	Level 1
Quality Management	N/A	Level 1
Technical Expertise	Level 1	Level 2
Applied Technology	Level 2	Level 2
Resource Management	Level 1	Level 2
Information and Records Administration	Level 2	Level 2
Teamwork	Level 1	Level 2
Developing Others	N/A	Level 1
Stress Management	Level 1	Level 2
Professionalism	Level 1	Level 2
Computer Skills	Level 1	Level 2
English Comprehension	Level 2	Level 2
Education	Minimum education: Practical Nurse Diploma or BT degree Field of Expertise: Nursing	Minimum education: Practical Nurse diploma or BT degree Field of Expertise: Nursing
Experience	Minimum experience: none required	Minimum experience: 2 years as a Practical Nurse in the Operating Room or Delivery Suite

Notes

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