Job Family:
Technology and Facility Management

AUBMC

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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

Technology and Facility Management

Members of this job family plans, manages and maintains the physical and virtual systems and infrastructures at AUBMC.

Corresponding Career Ladders:
- Biomedical Electronics Technician
- Business Applications
- Clinical Applications
- Electronics Technician – Medical Engineering
- Software Engineer

Biomedical Electronics Technician Career Ladder

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Competency	Grade 9 Biomedical Electronics Technician I	Grade 10 Biomedical Electronics Technician II	Grade 11 Biomedical Electronics Technician III	Grade 13 Chief Biomedical Electronics Technician
Client Focus	Level 1		Level 2	
Achievement Orientation	Level 1	Level 2		Level 3
Initiative	Level 1			Level 2
Communication Skills	Level 1			Level 3
Health and Safety Management	Level 1			Level 2
Organizational Awareness	Level 1			Level 2
Applied Technology	Level 2		Level 3	
Maintenance, Installation, and Repair	Level 1		Level 2	Level 3
Technical Expertise	Level 1	Level 2		Level 3
Inventory Management	N/A			Level 2
Resource Management	Level 1			Level 2
Quality Management	Level 1			Level 2
Problem-solving	N/A		Level 1	Level 2
Information and Record Management	Level 3			Level 4
Teamwork	Level 1			Level 2
Developing Others	N/A	Level 1		Level 2
Planning and Organization	Level 1			Level 2
Human Resources Management	N/A			Level 2
Professionalism	Level 1			Level 2
Professional Development	Level 1			Level 2
Computer Skills	Level 2			Level 3
English Comprehension	Level 2		Level 3	Level 4
Education	Minimum education: BT in Electricity/Electronics/Computer;preferably, TS in Electronics or Computers or Biomedical Instrumentation	Minimum education: BT in Electricity/Electronics/Computer;preferably,TS in Electronics or Computers or Biomedical Instrumentation	Minimum education: BT in Electricity/Electronics/Computer;preferably, TS in Electronics or Computers or Biomedical Instrumentation	Minimum education: Bachelor's degree in Computer Science or related field;preferably,Master's degree in a related field
Experience	Minimum experience: on-the-job training	Minimum experience: 3 years as Biomedical Electronics Technician I	Minimum experience: 3 years as Biomedical Electronics Technician II	Minimum experience: 2-3 years as a Biomedical Electronics Technician III.

Business Applications Career Ladder

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Competency	Grade 11 Business Applications Specialist	Grade 13 Business Applications Analyst	Grade 15 Business Applications Manager
Client Focus	Level 1	Level 2	
Achievement Orientation	Level 2		Level 3
Initiative	Level 2		
Communication Skills	Level 1		Level 3
Health and Safety Management	Level 1		Level 2
Organizational Awareness	Level 1		Level 2
Quality Management	Level 1		Level 2
Technical Expertise	Level 1	Level 2	Level 3
Problem-solving	Level 1	Level 2	Level 3
Information and Record Management	Level 4		
Resource Management	Level 2		
Teamwork	Level 1		Level 2
Human Resources Management	N/A		Level 2
Developing Others	N/A	Level 1	Level 2
Planning and Organization	Level 1	Level 2	Level 3
Computer Skills	Level 4		
Professionalism	Level 1		Level 2
Professional Development	Level 1		Level 2
English Comprehension	Level 4		
Education	Minimum education: Bachelor's degree in computer science, information systems	Minimum education: Bachelor's degree in Computer Science, Information Systems, or Computer Engineering; preferably, Master's degree or the equivalence	Minimum education: Master's degree in Computer Science, Computer Information Systems or a related field.
Experience	Minimum experience: Minimum of 2 years; preferably, prior experience in supporting medical applications	Minimum experience: Minimum of 3 years working in a clinical setting; preferably, prior experience implementing medical information systems	Minimum experience: Minimum of 5 years as Programmer Analyst with progressive responsibility

Clinical Applications Career Ladder

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Competency	Grade 11 — Clinical Applications Specialist	Grade 13 — Clinical Applications Analyst	Grade 15 — Clinical Applications Manager
Client Focus	Level 1	Level 2	
Achievement Orientation	Level 2		Level 3
Initiative		Level 2	
Communication Skills	Level 1		Level 3
Health and Safety Management	Level 1		Level 2
Organizational Awareness	Level 1		Level 2
Quality Management	Level 1		Level 2
Technical Expertise	Level 1	Level 2	Level 3
Problem-solving	Level 1	Level 2	Level 3
Information and Record Management	Level 4		
Resource Management	Level 2		
Teamwork	Level 1		Level 2
Human Resources Management	N/A		Level 2
Developing Others	N/A	Level 1	Level 2
Planning and Organization	Level 1	Level 2	Level 3
Computer Skills	Level 4		
Professionalism	Level 1		Level 2
Professional Development	Level 1		Level 2
English Comprehension	Level 4		
Education	Minimum education: Bachelor's degree in computer science, information systems.	Minimum education: Bachelor's degree in Computer Science, Information Systems, or Computer Engineering; preferably, Master's degree or the equivalence	Minimum education: Master's degree in Computer Science, Computer Information Systems or a related field.
Experience	Minimum experience: Minimum of 2 years; preferably, prior experience in supporting medical applications.	Minimum experience: Minimum of 3 years working in a clinical setting; preferably, prior experience implementing medical information systems	Minimum experience: Minimum of 5 years as Programmer Analyst with progressive responsibility

Electronics Technician – Medical Engineering Career Ladder

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Competency	Grade 9 Electronics Technician I	Grade 10 Electronics Technician II	Grade 11 Electronics Technician III
Client Focus	Level 1	Level 1	Level 2
Achievement Orientation	Level 1	Level 2	Level 2
Initiative	Level 1	Level 1	Level 1
Communication Skills	Level 1	Level 1	Level 1
Health and Safety Management	Level 1	Level 1	Level 1
Organizational Awareness	Level 1	Level 1	Level 1
Applied Technology	Level 2	Level 2	Level 3
Maintenance, Installation, and Repair	Level 1	Level 1	Level 2
Technical Expertise	Level 1	Level 2	Level 2
Resource Management	Level 1	Level 1	Level 1
Quality Management	Level 1	Level 1	Level 1
Problem-solving	N/A	N/A	Level 1
Information and Record Management	Level 3	Level 3	Level 3
Teamwork	Level 1	Level 1	Level 1
Developing Others	N/A	Level 1	Level 1
Planning and Organization	Level 1	Level 1	Level 1
Professionalism	Level 1	Level 1	Level 1
Professional Development	Level 1	Level 1	Level 1
Computer Skills	Level 2	Level 2	Level 2
English Comprehension	Level 2	Level 2	Level 3
Education	Minimum education: BT in Electricity/Electronics/Computer or TS in Electronics or Computers or Biomedical Instrumentation	Minimum education: BT in Electricity/Electronics/Computer; preferably, TS in Electronics or Computers or Biomedical Instrumentation	Minimum education: BT in Electricity/Electronics/Computer; preferably, TS in Electronics or Computers or Biomedical Instrumentation
Experience	Minimum experience: on-the-job training	Minimum experience: 3 years as Electronics Technician I	Minimum experience: 3 years as Electronics Technician II

Software Engineer Career Ladder

Competency	Grade 12 — Junior Software Engineer	Grade 13 — Software Engineer	Grade 14 — Senior Software Engineer
Client Focus	Level 1	Level 2	Level 2
Achievement Orientation	Level 1	Level 2	Level 2
Initiative	Level 1	Level 2	Level 2
Communication Skills	Level 1	Level 1	Level 3
Health and Safety Management	Level 1	Level 1	Level 1
Organizational Awareness	Level 1	Level 2	Level 2
Quality Management	Level 1	Level 1	Level 2
Technical Expertise	Level 1	Level 2	Level 3
Problem-solving	N/A	Level 1	Level 2
Information and Record Management	Level 4	Level 4	Level 4
Teamwork	Level 1	Level 1	Level 2
Business Acumen	N/A	Level 1	Level 2
Developing Others	N/A	Level 1	Level 2
Planning and Organization	Level 3	Level 3	Level 3
Computer Skills	Level 4	Level 4	Level 4
Professionalism	Level 1	Level 1	Level 1
Professional Development	Level 1	Level 1	Level 2
English Comprehension	Level 3	Level 3	Level 4
Education	Minimum education: Bachelor's degree in Computer Engineering/Science, Computer Information Systems or a related field.	Minimum education: Bachelor's degree in Computer Engineering/Science, Computer Information Systems or a related field	Minimum education: Bachelor's degree in Computer Engineering/Science, Computer Information Systems or a related field; preferably, Master's degree in Computer Engineering/Science, Computer Information Systems or equivalent
Experience	Minimum experience: on-the-job training in software development; preferably, 2 years software development, preferably as part of a team	Minimum experience: Minimum of 3-5 years software development, preferably as part of a team	Minimum experience: Minimum of 5-8 years software development, preferably as team leader

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