



Job Family: Administrative

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What is a career ladder?

A career ladder refers to the normal grade progression through which employees advance to reach the 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 |

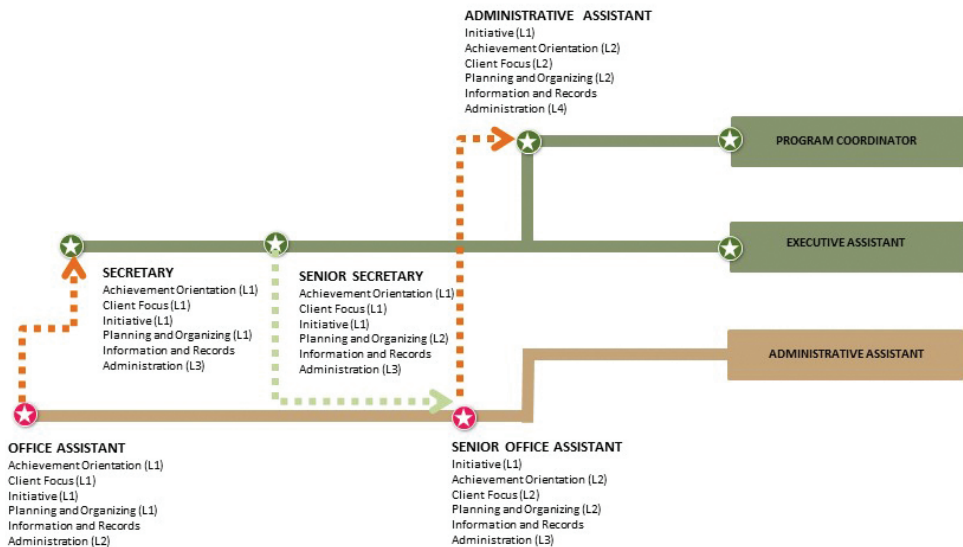
Job Family under the Spotlight

Administrative Support

Members of this job family perform administrative office-based functions in support of the organization, unit or AUBMC leadership.

Corresponding Career Ladders:

- Administrative
- Medical Records Coder
- Medical Transcriptionist – Medical Records



Administrative Career Ladder



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| | Grade 7 Office Assistant | Grade 8 Secretary | Grade 9 Senior Secretary | Grade 10 Senior Office Assistant | Grade 11 Administrative Assistant | Grade 12 Coordinator | Grade 13 Executive Assistant/ Clinical Department Administrator |
|--|--|---|--|---|--|--|--|
| Competency | | | | | | | |
| Client Focus | Level 1 | | Level 1 | | Level 2 | | Level 3 |
| Achievement Orientation | Level 1 | | Level 1 | | Level 2 | | Level 3 |
| Initiative | Level 1 | | Level 1 | | Level 2 | | Level 3 |
| Communication Skills | Level 1 | | Level 1 | | Level 2 | | Level 3 |
| Health and Safety Management | Level 1 | | Level 1 | | Level 2 | | Level 3 |
| Organizational Awareness | Level 1 | | Level 1 | | Level 2 | | Level 3 |
| Applied Technology | Level 1 | | Level 1 | | Level 2 | | Level 3 |
| Resource Management | Level 1 | | Level 1 | | Level 2 | | Level 3 |
| Problem-solving | N/A | | N/A | | Level 1 | | Level 2 |
| Business Acumen | Level 2 | | Level 3 | | Level 4 | | Level 5 |
| Information and Records Administration | Level 2 | | Level 3 | | Level 4 | | Level 5 |
| Teamwork | Level 1 | | Level 1 | | Level 2 | | Level 3 |
| Developing Others | N/A | | Level 1 | | Level 2 | | Level 3 |
| Planning and Organization | Level 1 | | Level 2 | | Level 3 | | Level 4 |
| Quality Management | Level 1 | | Level 2 | | Level 3 | | Level 4 |
| Financial Management | Level 1 | | Level 2 | | Level 3 | | Level 4 |
| Human Resources Management | Level 1 | | Level 2 | | Level 3 | | Level 4 |
| Professionalism | Level 1 | | Level 2 | | Level 3 | | Level 4 |
| Computer Skills | Level 2 | | Level 3 | | Level 4 | | Level 5 |
| English Comprehension | Level 2 | | Level 3 | | Level 4 | | Level 5 |
| Education | Minimum education: Bac II; preferably Diploma in secretarial work. Field of expertise: Secretary, clerk. | Minimum education: Bac II plus a Diploma in secretarial work. Preferably Bachelor's degree. Field of expertise: Secretary, Business, etc. | Minimum education: BACII plus a Diploma in secretarial work. Preferably Bachelor's degree. Field of expertise: Secretary, Business, Human Resources etc. | Minimum education: Bachelor's degree | Minimum education: Bachelor's degree | Minimum education: Bachelor's degree in Business Administration or related field. Preferably Master's degree in Business Administration/Public Health, Hospital Administration or related field. | Minimum education: Master's degree in Business Administration/Public Health, Hospital Administration or related field. |
| Experience | Minimum experience: 1 year in a related field in a healthcare setting. | Minimum experience: 2 - 3 years as secretary in a related healthcare setting | Minimum experience: 4-7 years as secretary in a related healthcare setting | Minimum experience: 2 - 3 years in related field. | Minimum experience: 3-5 years of related office experience | Minimum Experience: 3 - 5 years of administrative support in healthcare settings. | Minimum experience: 3 years of management expertise in the medical field |

Medical Records Coder Career Ladder



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| | Grade 9 | Grade 10 |
|--|---|---|
| | Medical Records Coder | Senior Medical Records Coder |
| Competency | | |
| Client Focus | | Level 1 |
| Achievement Orientation | Level 1 | Level 2 |
| Initiative | | Level 1 |
| Communication Skills | | Level 1 |
| Health and Safety Management | | Level 1 |
| Organizational Awareness | | Level 1 |
| Applied Technology | | Level 1 |
| Resource Management | | Level 1 |
| Quality Management | | Level 1 |
| Problem-solving | N/A | Level 1 |
| Information and Records Administration | | Level 2 |
| Teamwork | | Level 1 |
| Developing Others | N/A | Level 1 |
| Planning and Organization | | Level 1 |
| Professionalism | | Level 1 |
| Computer Skills | | Level 2 |
| English Comprehension | | Level 2 |
| Education | Minimum education: BAC II; preferably Bachelor's degree and a certificate in coding | Minimum education: Bachelor's degree and certificate in coding |
| Experience | Minimum experience: 2 years experience | Minimum experience: 5 years experience as Medical Records Coder |

Medical Transcriptionist – Medical Records Career Ladder



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| | Grade 8 Medical Transcriptionist | Grade 9 Senior Medical Transcriptionist | Grade 10 Lead Medical Transcriptionist |
|--|---|--|--|
| Competency | | | |
| Client Focus | Level 1 | | |
| Achievement Orientation | Level 1 | Level 2 | |
| Initiative | Level 1 | | Level 2 |
| Communication Skills | Level 1 | | Level 2 |
| Health and Safety Management | Level 1 | | |
| Organizational Awareness | Level 1 | | |
| Applied Technology | Level 1 | | |
| Problem-solving | N/A | | Level 1 |
| Information and Records Administration | Level 3 | | |
| Teamwork | Level 1 | | |
| Developing Others | N/A | | |
| Planning and Organization | Level 1 | | Level 2 |
| Professionalism | Level 1 | | |
| Computer Skills | Level 2 | | |
| English Comprehension | Level 2 | | Level 3 |
| Education | Minimum education: BAC II; preferably Bachelor's degree | Minimum education: Bachelor's degree | Minimum education: Bachelor's degree |
| Experience | Minimum experience: 2 years experience in secretarial work | Minimum experience: 3 years experience in medical transcription | Minimum experience: 5 years experience in medical transcription |

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