



Job Family: Human Resources

www.aubmc.org



Our lives are dedicated to yours

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

Human Resources

Members of this job family manage functions related to Human Resources at AUBMC including employee relations, workforce planning, recruitment, training and development, performance management and others.

Corresponding Career Ladders:

- Personnel Assistant
- Recruitment Officer
- Staff Development Officer

Personnel Assistant Career Ladder



Our lives are dedicated to yours

	Grade 10 Personnel Assistant	Grade 12 Senior Personnel Assistant
Competency	Level 1	Level 2
Client Focus	Level 1	Level 2
Initiative	Level 1	Level 2
Communication Skills	Level 1	Level 2
Health and Safety Management	Level 1	Level 2
Organizational Awareness	Level 1	Level 2
Achievement Orientation	Level 2	Level 2
Professional Development	Level 1	Level 2
Information and Records Administration	Level 3	Level 4
Human Resources Management	Level 3	Level 4
Professionalism	Level 1	Level 4
Developing Others	N/A	Level 1
Computer Skills	Level 2	Level 3
Problem-solving	Level 1	Level 2
Teamwork	Level 1	Level 2
English Comprehension	Level 3	Level 4
Planning and Organization	Level 1	Level 2
Education	Minimum education: Bachelor's degree in Business or related field	Minimum education: Bachelor's degree in Business or related field
Experience	Minimum experience : 1- 2 years of experience in a similar job	Minimum experience : 7 years as a Personnel Assistant or the equivalent

Recruitment Career Ladder



Our lives are dedicated to yours

	Grade 10 Recruitment Assistant	Grade 12 Recruitment Officer	Grade 14 Recruitment Manager
Competency			
Client Focus		Level 2	
Initiative	Level 1	Level 2	Level 3
Communication Skills	Level 2		Level 3
Health and Safety Management		Level 1	
Organizational Awareness	Level 1	Level 2	Level 3
Achievement Orientation		Level 2	Level 3
Business Acumen	N/A	Level 1	Level 2
Change Leadership		N/A	Level 2
Professional Development		Level 1	Level 2
Information and Records Administration	Level 3		Level 4
Human Resources Management		Level 3	
Professionalism		Level 1	Level 2
Quality Management		Level 1	
Developing Others	N/A	Level 1	Level 2
Computer Skills	Level 2		Level 3
Resource Management		Level 1	Level 3
Problem-solving		Level 1	Level 2
Teamwork		Level 1	Level 2
English Comprehension	Level 3		Level 4
Planning and Organization		Level 2	Level 3
Education	Minimum education: Bachelor's degree in Business or related field.	Minimum education: Bachelor's degree in Public Administration, Business or related field.	Minimum education: Bachelor's degree in Business or related field; preferably, Master's degree in Business, Public Administration, or related field.
Experience	Experience: 2 years in a similar job.	Minimum experience: 2-3 years of relevant experience	Minimum experience: More than 5 years in recruitment; preferably, experience in career counseling

Staff Development Career Ladder



Our lives are dedicated to yours

	Grade 12 Training Officer	Grade 14 Staff Development Manager
Competency		
Client Focus		Level 3
Initiative	Level 2	Level 3
Communication Skills	Level 1	Level 3
Health and Safety Management		Level 1
Organizational Awareness	Level 2	Level 3
Achievement Orientation	Level 2	Level 3
Business Acumen	Level 1	Level 2
Change Leadership	N/A	Level 2
Professional Development	Level 1	Level 2
Information and Records Administration		Level 4
Human Resources Management		Level 3
Professionalism	Level 1	Level 2
Quality Management		Level 1
Developing Others	Level 3	Level 4
Computer Skills		Level 3
Resource Management	Level 2	Level 3
Problem-solving		Level 2
Teamwork	Level 1	Level 2
English Comprehension		Level 4
Planning and Organization	Level 2	Level 3
Education	Minimum education: Bachelor's degree in Public Administration, Business Administration or related field; preferably, "Train the Trainer" certification	Minimum Education: Master's Degree in related field.
Experience	Minimum experience: 3 years of relevant training experience.	Minimum experience: More than 5 years of experience in corporate continuing education activities including 2 years of managerial experience preferably in a healthcare setting.

Notes

The page contains 21 horizontal dashed lines, evenly spaced, intended for writing notes. The lines are light gray and extend across the width of the page.

American University of Beirut
Medical Center
PO Box: 11-0236
Riad El Solh, Beirut 1107 2020
Beirut - Lebanon
Tel: +961-1-350 000 ext. 3000
www.aubmc.org