

Job Family: Skilled Labor

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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

Skilled Labor

Members of this job family perform technical skills related to specific crafts. The skills are of vocational nature, and they require apprenticeship and specific training.

Corresponding Career Ladders:

- Blacksmith
- Carpenter
- Electrician
- Electronics Technician
- HVAC Technician
- Kitchen Equipment Technician
- Locksmith
- Masonry
- Metal Worker
- Movable
- Operations and Maintenance Technician
- Plumber
- Steam Fitter-Pipe Fitter
- Sterilization Technician
- Water Quality and Medical Gases Technician

Blacksmith Career Ladder



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	Grade 4 Assistant Blacksmith	Grade 6 Blacksmith
Competency		
Client Focus		Level 1
Achievement Orientation	Level 1	Level 2
Initiative		Level 1
Communication Skills		Level 1
Health and Safety Management	Level 1	Level 2
Organizational Awareness		Level 1
Technical Expertise	Level 1	Level 2
Maintenance, Installation and Repair		Level 2
Resource Management		Level 1
Quality Management		Level 1
Problem-solving	N/A	Level 1
Teamwork		Level 1
Planning and Organization		Level 1
Professionalism		Level 1
English Comprehension		Level 2
Education	Minimum education: Elementary Education	Minimum education: Elementary Education; preferably, elementary education plus 2 years vocational training leading to a Brevet Technique
Experience	Minimum experience: on-the-job training	Minimum experience: 2 years of experience in a similar field

Carpenter Career Ladder



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	Grade 4 Assistant Carpenter	Grade 5 Carpenter	Grade 7 Furniture Maker
Competency			
Client Focus		Level 1	level 2
Initiative		Level 1	level 2
Communication Skills		Level 1	
Health and Safety Management	Level 1		Level 2
Organizational Awareness		Level 1	
Achievement Orientation	Level 1		Level 2
Technical Expertise	Level 1	Level 2	Level 3
Maintenance, Installation and Repair	Level 1		Level 2
Developing Others		N/A	Level 1
Resource Management		Level 1	
Quality Management		Level 1	
Problem-solving	N/A	Level 1	level 2
Teamwork		Level 1	level 2
Planning and Organization		Level 1	
English Comprehension		Level 2	
Education	Minimum education: Elementary Education	Minimum Education: Elementary Education; preferably, elementary education plus 2 years vocational training leading to a Brevet Technique	Minimum education: BT degree
Experience	Minimum experience: on-the-job training	Minimum experience: 2 years of experience in a related field	Minimum experience: 5 years of experience as a carpenter

Electrician Career Ladder



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	Grade 4 Assistant Electrician	Grade 8 Electrician	Grade 10 Senior Electrician	Grade 12 Foreman Electrician
Competency				
Client Focus	Level 1			Level 2
Initiative	Level 1			Level 2
Communication Skills		Level 1		Level 3
Health and Safety Management	Level 1		Level 2	
Achievement Orientation	Level 1		Level 2	
Organizational Awareness			Level 1	
Information and Record Administration		N/A		Level 2
Developing Others		N/A	Level 1	Level 2
Computer Skills	Level 1		Level 2	
Human Resources Management		N/A		Level 2
Technical Expertise	Level 1	Level 2		Level 3
Maintenance, Installation and Repair	Level 1		Level 2	Level 3
Resource Management		Level 1		Level 2
Quality Management		Level 1		Level 2
Problem-solving	N/A	Level 1		Level 2
Teamwork		Level 1	Level 2	Level 3
Planning and Organization			Level 1	Level 2
English Comprehension			Level 2	Level 3
Education	Minimum education: Elementary Education plus 2 years vocational training in electricity (Brevet technique)	Minimum education: BT degree in Electrical Systems with training in installation, maintenance, and repair of electrical equipment; preferably, TS degree in Electrical Systems	Minimum education: TS degree in Electrical Systems with training in installation, maintenance and repair of electrical equipment; preferably, LT degree in Electrical Systems	Minimum education: TS degree in Electrical Systems with training in installation, maintenance, and repair of electrical equipment; preferably LT degree
Experience	Minimum experience: on-the-job training	Minimum experience: 2 years in a related field	Minimum experience: 5 years of experience in a related field	Minimum experience: 8-10 years in performing full range of tasks associated with electrical work including at least 5 years of supervisory experience

Electronics Technician Career Ladder



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	Grade 4 Assistant Electronics Technician	Grade 8 Electronics Technician	Grade 10 Senior Electronics Technician	Grade 12 Foreman Electronics
Competency				
Client Focus	Level 1			Level 2
Initiative	Level 1			Level 2
Communication Skills		Level 1		Level 3
Health and Safety Management	Level 1		Level 2	
Organizational Awareness		Level 1		
Achievement Orientation	Level 1		Level 2	
Information and Records Administration		N/A	N/A	Level 2
Developing Others			Level 1	Level 2
Computer Skills	Level 1		Level 2	
Human Resources Management		N/A		Level 2
Technical Expertise	Level 1	Level 2		Level 3
Maintenance, Installation, and Repair	Level 1		Level 2	Level 3
Resource Management		Level 1		Level 2
Quality Management		Level 1		Level 2
Problem-solving	N/A	Level 1		Level 2
Teamwork		Level 1	Level 2	Level 3
Planning and Organization		Level 1		Level 2
English Comprehension		Level 2		Level 3
Education	Minimum education: Elementary Education plus 2 years vocational training in electricity (Brevet technique)	Minimum education: BT degree in Electronic Systems with training in installation, maintenance, and repair of electronic equipment; preferably TS degree	Minimum education: TS degree in Electronic Systems with training in installation, maintenance and repair of electronic equipment; preferably LT degree	Minimum education: TS Degree in General Electronics; preferably LT degree in electronics
Experience	Minimum experience: on-the-job training	Minimum experience: 2 years in a related field	Minimum experience: 5 years in a related field	Minimum experience: 8-10 years in repair/maintenance of modern electronics and/or electronically operated equipment such as building automation systems, safety devices and microprocessor based devices to include at least 5 years of supervisory experience

HVAC Technician Career Ladder



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	Grade 4 Assistant Hvac Technician	Grade 6 Hvac Technician	Grade 10 Senior Hvac Technician	Grade 12 Foreman Hvac
Competency				
Client Focus	Level 1	Level 1	Level 2	Level 2
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
Achievement Orientation	Level 1	Level 1	Level 2	Level 3
Information and Records Administration		N/A	Level 1	Level 2
Developing Others		N/A	Level 1	Level 2
Computer Skills	Level 1		Level 2	Level 2
Human Resources Management		N/A	Level 2	Level 2
Technical Expertise	Level 1	Level 2	Level 3	Level 3
Maintenance, Installation, and Repair	Level 1	Level 2	Level 3	Level 3
Resource Management		Level 1	Level 2	Level 2
Quality Management		Level 1	Level 2	Level 2
Problem-solving	N/A	Level 1	Level 2	Level 2
Teamwork		Level 1	Level 2	Level 3
Planning and Organization		Level 1	Level 2	Level 2
English Comprehension		Level 2		Level 3
Education	Minimum education: Elementary Education plus 2 years vocational training leading to Brevet technique	Minimum education: BT degree in Electro-Mechanic Systems; preferably, TS degree	Minimum education: TS degree in Electro-Mechanic Systems; preferably LT degree	Minimum education: TS Degree in Electro-Mechanics Systems; preferably, LT degree
Experience	Minimum experience: on-the-job training	Minimum experience: 2 years in the Hvac field	Minimum experience: 5 years in the repair and maintenance of heating, ventilation and air conditioning systems	Minimum experience: 8-10 years in repair/maintenance of equipment including at least 5 years of supervisory experience

Kitchen Equipment Technician Career Ladder



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	Grade 6	Grade 8
	Assistant Kitchen Equipment Technician	Kitchen Equipment Technician
Competency		
Client Focus		Level 1
Initiative		Level 1
Communication Skills		Level 1
Health and Safety Management		Level 2
Organizational Awareness		Level 1
Achievement Orientation	Level 1	Level 2
Technical Expertise	Level 1	Level 2
Maintenance, Installation, and Repair	Level 1	Level 2
Resource Management		Level 1
Quality Management		Level 1
Problem-solving	N/A	Level 1
Teamwork		Level 1
Planning and Organization		Level 1
English Comprehension		Level 2
Education	Minimum education: Elementary Education plus 2 years vocational training leading to Brevet Technique	Minimum education: BT degree in Electro-Mechanic Systems; preferably TS degree
Experience	Minimum experience: on-the-job training; preferably, 1 year in a similar job	Minimum experience: 2 years of experience in a similar job

Locksmith Career Ladder

	Grade 4 Assistant Locksmith	Grade 6 Locksmith	Grade 8 Senior Locksmith
Competency			
Client Focus	Level 1		Level 2
Initiative	Level 1		Level 2
Communication Skills		Level 1	
Health and Safety Management	Level 1		Level 2
Organizational Awareness		Level 1	
Achievement Orientation	Level 1		Level 2
Developing Others		N/A	Level 1
Computer Skills		Level 1	Level 2
Technical Expertise	Level 1		Level 2
Maintenance, Installation, and Repair	Level 1		Level 2
Resource Management		Level 1	
Quality Management		Level 1	
Problem-solving	N/A	Level 1	Level 2
Teamwork		Level 1	Level 2
Planning and Organization		Level 1	
English Comprehension		Level 2	
Education	Minimum education: Elementary Education	Minimum education: Elementary Education; preferably, with 2 years vocational training leading to a Brevet Technique	Minimum education: B1 degree in Electronics Systems
Experience	Minimum experience: on-the-job training	Minimum experience: 2 years of experience in a similar job	Minimum experience: 5 years as a locksmith

Masonry Career Ladder

	Grade 4 Brick Mason	Grade 6 Brick and Block Mason	Grade 7 Masonry Finisher	Grade 8 Senior Masonry Finisher
Competency				
Client Focus	Level 1			Level 2
Initiative	Level 1			
Communication Skills	Level 1			
Health and Safety Management	Level 2			
Organizational Awareness	Level 1			
Achievement Orientation	Level 1	Level 1		Level 2
Computer Skills	Level 1			Level 2
Technical Expertise	Level 1		Level 2	Level 3
Maintenance, Installation, and Repair	Level 1			Level 2
Resource Management	Level 1			
Quality Management	Level 1			
Problem-solving	N/A			Level 1
Teamwork	Level 1			Level 2
Planning and Organization	Level 1			Level 2
English Comprehension	Level 1			Level 2
Education	Minimum education: Elementary Education	Minimum education: Elementary Education plus 2 years vocational training leading to Brevet Technique	Minimum education: Brevet Technique degree	Minimum education: Brevet Technique degree
Experience	Minimum experience: on-the-job training; preferably, 1 year of experience in a similar job	Minimum experience: 3 years in a similar job	Minimum experience: 5 years in a similar job	Minimum experience: 7 years in a similar job

Metal Worker Career Ladder



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	Grade 4	Grade 6
	Assistant Metal Worker	Metal Worker
Competency		
Client Focus	Level 1	
Initiative	Level 1	
Communication Skills	Level 1	
Health and Safety Management	Level 1	level 2
Organizational Awareness	Level 1	
Achievement Orientation	Level 1	Level 2
Technical Expertise	Level 1	Level 2
Maintenance, Installation and Repair	N/A	Level 2
Resource Management	Level 1	
Quality Management	Level 1	
Problem-solving	N/A	Level 1
Teamwork	Level 1	
Planning and Organization	Level 1	
English Comprehension	Level 2	
Education	Minimum education: Elementary Education plus 2 years vocational training leading to Brevet Technique	Minimum education: Elementary Education plus 2 years vocational training leading to a Brevet Technique; preferably, BT degree
Experience	Minimum experience: on-the-job training	Minimum experience: 2 years in a similar job

Movables' Job Career Ladder



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	Grade 4	Grade 8	Grade 10	Grade 12
	Assistant Movables Technician	Movables Technician	Senior Movables Technician	Foreman Movables
Competency				
Client Focus		Level 1		Level 2
Initiative		Level 1		Level 2
Communication Skills		Level 1		Level 3
Health and Safety Management	Level 1		Level 2	
Organizational Awareness			Level 1	
Achievement Orientation	Level 1		Level 2	
Developing Others		N/A	Level 1	Level 2
Human Resources Management				Level 2
Information and Records Administration				Level 2
Computer Skills	Level 1	Level 1		Level 2
Technical Expertise	Level 1	Level 2		Level 3
Maintenance, Installation, and Repair	Level 1		Level 2	Level 3
Resource Management		Level 1		Level 2
Quality Management		Level 1		Level 2
Problem-solving	N/A		Level 1	Level 2
Teamwork		Level 1		Level 3
Planning and Organization		Level 1		Level 2
English Comprehension		Level 2		Level 3
Education	Minimum education: Elementary Education plus 2 years vocational training leading to Brevet technique	Minimum education: BT degree in Mechanical Systems; preferably, TS degree in Mechanical Systems	Minimum education: TS Degree in Electro-Mechanic Systems; preferably, LT degree	Minimum education: TS degree in electrical or mechanical systems with training in installation, maintenance and repair of electrical and mechanical equipment; preferably, LT degree
Experience	Minimum experience: on-the-job training; preferably, 1 year of experience in a similar job	Minimum experience: 2 years	Minimum experience: 3 years in use and routine maintenance/repairing of a variety of electro-mechanical equipment namely those used in hospitals	Minimum experience: 8-10 years in performing similar range of tasks associated with electrical and mechanical work to include 5 years of supervisory experience

Operation and Maintenance Career Ladder

	Grade 8 Operation & Maintenance Technician	Grade 10 Operation & Maintenance Supervisor
Competency		
Client Focus	Level 1	Level 2
Initiative	Level 1	Level 2
Communication Skills	Level 1	
Health and Safety Management	Level 2	
Organizational Awareness	Level 1	
Achievement Orientation	Level 2	
Professionalism	Level 1	
Developing Others	N/A	Level 1
Technical Expertise	Level 2	Level 3
Maintenance, Installation, and Repair	Level 2	Level 3
Resource Management	Level 1	
Quality Management	Level 1	Level 2
Problem-solving	Level 1	Level 2
Teamwork	Level 1	
Planning and Organization	Level 1	Level 2
English Comprehension	Level 2	
Education	Minimum education: BT degree in Electro-Mechanical Systems; preferably, TS degree	Minimum education: TS degree in Electro-mechanic Systems; preferably, LT degree
Experience	Minimum experience: 4 years in a similar job	Minimum experience: 7 years

Plumber Career Ladder

	Grade 4 Assistant Plumber	Grade 6 Plumber	Grade 7 Senior Plumber
Competency			
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 1		Level 2
Professionalism		Level 1	
Developing Others		N/A	Level 1
Technical Expertise	Level 1	Level 2	Level 3
Maintenance, Installation and Repair	Level 1	Level 2	Level 3
Resource Management		Level 1	
Quality Management		Level 1	
Problem-solving	N/A	Level 1	Level 2
Teamwork		Level 1	Level 2
Planning and Organization		Level 1	Level 2
English Comprehension		Level 2	
Education	Minimum Education: Elementary education plus 2 years vocational training in electricity (Brevet technique)	Minimum education: Elementary Education plus 2 years vocational training leading to a Brevet Technique; preferably, BT degree	Minimum education: TS degree in Mechanical Systems
Experience	Minimum experience: on-the-job training	Minimum experience: 2 years in a related field	Minimum experience: 5 years in plumbing use and routine maintenance

Steam Fitter-Pipe Fitter Career Ladder



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	Grade 4 Assistant Plumber	Grade 6 Steam Fitter/Pipe Fitter	Grade 8 Senior Steam Fitter/Pipe Fitter
Competency			
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 1		Level 2
Professionalism		Level 1	
Developing Others		N/A	Level 1
Technical Expertise	Level 1	Level 2	Level 3
Maintenance, Installation, and Repair	Level 1		Level 2
Resource Management		Level 1	
Quality Management		Level 1	
Problem-solving	N/A	Level 1	Level 2
Teamwork		Level 1	Level 2
Planning and Organization		Level 1	
English Comprehension		Level 2	
Education	Minimum education: Elementary education plus 2 years vocational training in electricity (Brevet technique)	Minimum education: BT degree in Mechanical Systems; preferably, TS Degree	Minimum Education: TS Degree in Mechanical Systems Preferred Education: IT Degree in Mechanical Systems
Experience	Minimum experience: on-the-job training	Minimum Experience: 2 years of experience in a related field	Minimum Experience: 5 years experience in the use and routine maintenance of steam fitting/pipe fitting

Sterilization Technician Career Ladder



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	Grade 4 Assistant Sterilization Technician	Grade 8 Sterilization Technician	Grade 10 Senior Sterilization Technician
Competency			
Client Focus		Level 1	Level 2
Initiative		Level 1	Level 2
Communication Skills		Level 1	
Health and Safety Management		Level 2	
Organizational Awareness		Level 1	
Achievement Orientation	Level 1		Level 2
Computer Skills		Level 1	Level 2
Professionalism		Level 1	
Developing Others		N/A	Level 1
Technical Expertise	Level 1	Level 2	Level 3
Maintenance, Installation, and Repair	Level 1		Level 2
Resource Management		Level 1	
Quality Management		Level 1	
Problem-solving	N/A	Level 1	Level 2
Teamwork		Level 1	Level 2
Planning and Organization		Level 1	
English Comprehension		Level 2	
Education	Minimum education: Elementary Education plus 2 years vocational training leading to Brevet technique	Minimum education: BT Degree in Electronics Systems; preferably, TS degree	Minimum education: TS Degree in Electronics Systems; preferably, IT degree
Experience	Minimum experience: on-the-job training; preferably, 1 year in a similar job	Minimum experience: 2 years in a related field	Minimum experience: 5 years in a related field

Water Quality and Medical Gases Career Ladder



	Grade 6 Assistant Water Quality & Medical Gases Technician	Grade 8 Water Treatment Technician	Grade 9 Medical Gases Technician
Competency			
Client Focus		Level 1	
Initiative		Level 1	
Communication Skills		Level 1	
Health and Safety Management	Level 1		Level 2
Organizational Awareness		Level 1	
Achievement Orientation	Level 1		Level 2
Computer Skills		Level 1	
Developing Others	N/A		Level 1
Technical Expertise	Level 1		Level 2
Maintenance, Installation, and Repair	Level 1		Level 2
Resource Management		Level 1	
Quality Management		Level 1	
Problem-solving	N/A		Level 1
Teamwork		Level 1	
Planning and Organization		Level 1	
English Comprehension		Level 2	
Education	Minimum education: Elementary Education plus 2 years vocational training leading to Brevet technique	Minimum education: BT degree in Mechanical Systems; preferably, TS degree	Minimum education: BT degree in Mechanical Systems; preferably, TS degree in Mechanical Systems
Experience	Minimum experience: on-the-job training; preferably, 1 year of experience in a similar job	Minimum experience: 2 years	Minimum experience: 2 years

Notes

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