

# SERVICE SUPPORT LADDER

- S5**
- Applies highly-specialized trade skills, typically developed through a combination of specific job-related training and extensive on-the-job experience and/or Typically acts as a lead, or coordinating the work of others—but not a supervisor
  - Uses discretion within broad parameters to modify and enhance work practices and processes
  - Works autonomously within established procedures and practices
  - Acts as a resource for colleagues with less experience
- S4**
- Entry-level service/support position requiring highly specialized trade skills and/or formal vocational training/licensure
  - Generally works autonomously within established procedures and practices
  - Solves routine issues, evaluating and selecting solutions from established options
- S3**
- Demonstrates expertise typically developed through considerable and/or specialized on-the-job experience/training
  - Has developed skills to perform day-to-day activities within established procedures with a moderate degree of supervision
- S2**
- Entry-level position in a service/support area with little or no prior relevant training or work experience
  - Work is prescribed and completed with close supervision and little autonomy
  - Duties are clearly defined, and methods and tasks are described in detail

# ADMINISTRATIVE & SUPERVISORY LADDER

A6

Working supervisor of a business support team; may spend portion of time performing the work supervised—  
Provides day-to-day supervision to a team including coaching on performance, coordinating activities, checking on quality and work progress or executive assistant providing direct administrative support to executive leadership  
Has comprehensive understanding of a range of processes, procedures, systems and concepts within own working team/area  
Works within general guidelines, resolving problems/issues through application of experience and exercise of limited discretion/judgment  
Uses insights into how the team integrates with other teams to coordinate efforts and resources to help achieve shared and individual objectives

A5

Has developed expertise in a variety of work processes or activities typically developed through a combination of job-related training and considerable on-the-job experience  
Typically acts as the subject-matter expert in an area and may coordinate the work of others—but not a supervisor  
Works autonomously within established procedures and practices  
Gathers information to identify and address problems/issues that arise with little or no precedent

A4

Has developed broad and/or specialized skills through job-related training and considerable on-the-job experience  
Provides solutions to commonly occurring problems by using existing precedents or procedures  
Completes work with a limited degree of supervision  
Likely to act as an informal resource for colleagues with less experience to support team operations  
Requires knowledge and skills developed through formal training or prior work experience  
Performs a range of day-to-day administrative/customer service activities within established procedures with a moderate degree of supervision  
Supports team operations through ownership of assigned individual duties

A3

Entry-level administrative position requiring limited prior training or relevant work experience  
Demonstrates basic skills to perform routine administrative and/or customer support tasks  
Work is prescribed and completed with little autonomy  
Works with either close supervision or under clearly defined procedures

# TECHNICAL & SPECIALTY LADDER

T7

Typically acts as a lead, coordinating and guiding the work of others - but not a supervisor  
Operates independently in ambiguous situations with general direction as needed  
Applies a comprehensive understanding of a range of processes, procedures, systems and concepts within own technical area to identify and solve problems that arise with little or no precedent

T6

Has developed depth and breadth of technical expertise through BOTH specialized job-related training and considerable on-the-job experience  
Provides informal guidance and support to more junior team members  
Gathers and analyzes data to identify and solve complex problems/issues

T5

Has developed depth of technical expertise through specialized job-related training and/or considerable on-the-job experience; typically requires technical certification  
Generally works autonomously within established procedures and practices, receiving limited direct supervision  
Solves a range of straightforward problems  
Has direct impact on delivery of patient care and/or medical services

T4

Entry-level position in a technical and/or direct patient care area requiring specialized skills developed through job-related training and/or on-the-job experience; may require technical certification  
Works under regular direct guidance to apply technical expertise under clearly established practices and precedents  
Focus is on technical quality and consistency across individual patients/tasks  
Has direct, but limited impact on patient care and/or medical services

