

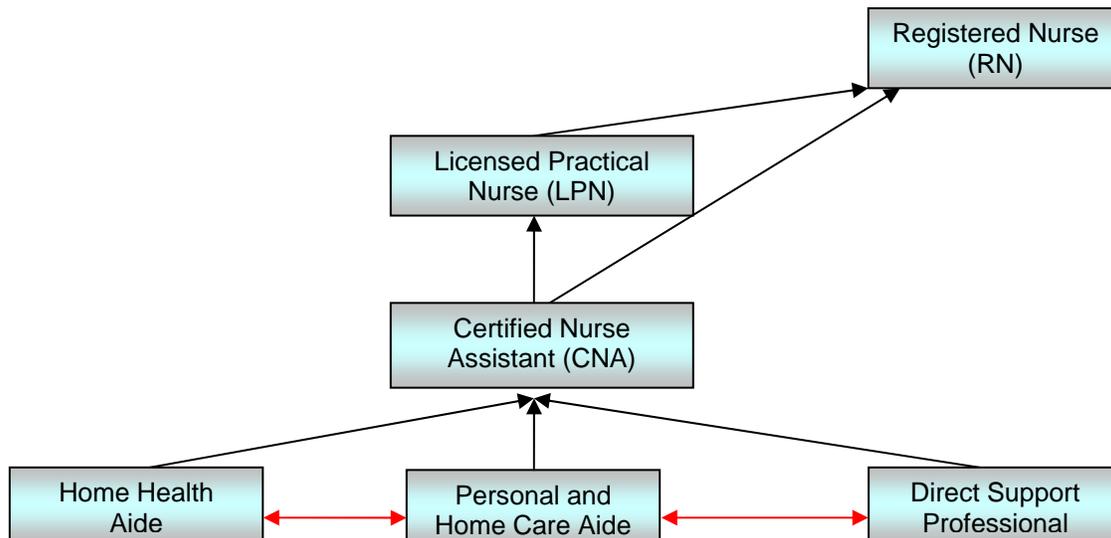
1. The Competency Model Clearinghouse's Career Ladder/Lattice Tool

This handout provides an overview of a process for building a career ladder/lattice using The Competency Model Clearinghouse's Career Ladder/Lattice Tool.

This tool is designed to be used in conjunction with the Building Blocks for Competency Models Tool, which permits customization of national industry competency model frameworks to reflect the workforce needs of regional economies. The Career Ladder/Lattice Tool helps users create materials to aid businesses, educators, and workforce professionals in outlining careers and critical experiences individuals should acquire in order to progress through careers in an industry.

What are Career Ladders and Lattices?

Career ladders and lattices are devices that help people visualize and learn about the job options that are available as they progress through a career. Career ladders display only vertical movement between jobs. In contrast, career lattices contain both vertical and lateral movement between jobs and may reflect more closely the career paths of today's work environment. For example, the black arrows in the example below portray only vertical movement (e.g., from Home Health Aide to Certified Nurse Assistant (CNA) to Licensed Practical Nurse (LPN) to Registered Nurse (RN)). The red arrows portray lateral movement between jobs in a career in the long-term healthcare industry (between Home Health Aide, Personal and Home Care Aide, and Direct Support Professional).



Example Career Lattice for the Long-term Healthcare Industry

Career ladder/lattices may be used in a variety of ways. For example, they may be used to:

- attract individuals to an industry by showing potential career progression beyond entry points,
- focus workforce development efforts,
- show workers how different jobs interconnect within careers in an industry, and
- inform workers about the training, education, and developmental experiences that would enable them to accomplish their career objectives.

How Do I Build My Own Career Ladder/Lattice?

Members of strategic partnerships between business and industry, education, and workforce investment professions should meet and confer with each other about careers in a specific industry. While doing so, they should answer a series of questions:

1. What careers are priorities for economic development in this industry in our region?
2. What jobs make up those careers?
3. What are the job titles used by employers in our region in this industry?

The Career Ladder/Lattice Tool requires users to choose an industry competency model they created or customized using the Building Blocks for Competency Models Tool to serve as the foundation for the career ladder/lattice. The competency model provides the foundational and cross industry technical competencies required for successful task performance that are shared by all jobs in an industry.

Once a user has identified a career and chosen an industry competency model, he/she will engage in four steps to create the career ladder/lattice.

- Step 1: Enter Job Information – This step helps a user identify the important characteristics of these jobs.
- Step 2: Place and Link Jobs – This step allows a user to identify how people may progress through these jobs.
- Step 3: Define Critical Developmental Experiences – In this step, a user will describe the key differences between jobs in this career.
- Step 4: Finalize your Career Ladder/Lattice – This step allows a user to save and download his/her work, so he/she can share it with others for review and validation.

The following sections describe each of these steps in greater detail.

Step 1: Enter Job Information

This step allows users to enter numerous pieces of job information that are important to incorporate into a career ladder/lattice. This information includes:

<i>Job Title</i>	<i>Work Experience</i>
<i>Job Level</i>	<i>Licensure</i>
<i>Job Description</i>	<i>Certification</i>
<i>Education</i>	<i>Salary/Wages</i>
<i>Workforce Preparation</i>	<i>Employment Outlook</i>

Users will be given the opportunity to enter job information for each of the jobs in the career ladder/lattice. Job information can be typed directly into the job fields, selected from drop down multiple choice options, and/or copied and pasted from searchable web services. Graphic 1 illustrates the Job Information user interface.

One way to obtain job information using the tool is through a web services resource that compiles job information from the Occupational Information Network or O*NET resource and America's CareerInfoNet. To access this resource, click on the "Research Occupation" tab that is seen in Graphic 1. Once this tab has been clicked, simply use a keyword search to locate information on relevant jobs. When the relevant job information has been found, a user may either type, or copy and paste, the information from the job profile into the job information fields on the Job Information tab. The user interface for the Research Job Information tab and a portion of a job profile are displayed in Graphics 2 and 3.

Graphic 1: Job Information User Interface

Getting Started	Select Competency Model Foundation	Enter Job Information ▶	Place and Link Jobs	Add Critical Developmental Experiences	View Career Ladder Lattice
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Jobs Titles:

Personal and Home Care Aide
 Home Health Aide
Certified Nurse Assistant (CNA)
 Licensed Practical Nurse (LPN)
 Registered Nurse (RN)

<< Previous
Save Job
Remove Job
Edit Job
Place & Link Jobs >>

Enter Job Information	Research Job Information
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Job Information

** Required Field*

* Job Title

Job Level

Job Description

Perform supervisory duties?

Education

Workforce Preparation

Duration

Work Experience

Can experience and education balance each other?

If Yes, specify details:

Licensure

Certification

Salary/Wages

Employment Outlook

References

[Click here](#) to review other data to consider when describing this job

<< Previous
Save Job
Cancel
Place & Link Jobs >>

Graphic 2: Research Occupation User Interface

Enter Job Information

Research Job Information

Enter a keyword and select the state in which a job is located to obtain a list of relevant jobs.

Search Keyword:

State: **Search**

Check boxes next to the job(s) for which you would like to display available job information. You may view information for up to five jobs. To save your selections, click **Select Job(s)**. The selected job(s) will appear at the bottom of your screen.

Search for additional jobs using the keyword search above.

Search Results

Select	Code	Job Title	Percent Match
<input type="checkbox"/>	291111	Registered Nurses	100%
<input checked="" type="checkbox"/>	311012	Nursing Aides, Orderlies, and Attendants	50%
<input type="checkbox"/>	399021	Personal and Home Care Aides	50%

1

Select Job(s)

View information for the job(s) you have selected by clicking on **Show Job Profile(s)**.

Click **Remove** to delete a job from your list of selected jobs.

Selected Jobs

Nursing Aides, Orderlies, and Attendants [Remove](#)

Show Job Profile(s)

Graphic 3: Job Profile Data

Job Profile(s)

Information displayed on this page is taken from the occupational profiles found in the [O*NET database](#) and from the wage and outlook data provided by [America's CareerInfoNet](#).

Selected Jobs

[Nursing Aides, Orderlies, and Attendants](#)

Nursing Aides, Orderlies, and Attendants

Description: Provide basic patient care under direction of nursing staff. Perform duties, such as feed, bathe, dress, groom, or move patients, or change linens.

Tasks:

- Turn and reposition bedridden patients, alone or with assistance, to prevent bedsores.
- Answer patients' call signals.
- Feed patients who are unable to feed themselves.
- Observe patients' conditions, measuring and recording food and liquid intake and output and vital signs, and report changes to professional staff.
- Provide patient care by supplying and emptying bed pans, applying dressings and supervising exercise routines.
- Provide patients with help walking, exercising, and moving in and out of bed.
- Bathe, groom, shave, dress, or drape patients to prepare them for surgery, treatment, or examination.

Salary/Wage Information:

		10%	25%	Median	75%	90%
National	Hourly	\$7.78	\$9.09	\$10.67	\$12.80	\$14.99
	Annual	\$16,190	\$18,900	\$22,180	\$26,630	\$31,190
State	Hourly	\$7.63	\$8.89	\$10.17	\$11.72	\$13.85
	Annual	\$15,870	\$18,500	\$21,150	\$24,380	\$28,810

National Employment Trend :

	Employment		Job Openings	Percent Change
	2006	2016		
United States	1,447,200	1,710,900	39,320	+18%

Step 2: Place & Link Jobs in a Ladder/Lattice Grid

This step allows a user to create the ladder/lattice diagram by arranging job titles on a grid and establishing the relationships between jobs in the career. The graphic below displays the user interface. Initially, all jobs a user creates will appear in the Job Titles box. Jobs are added to the grid from the Job Titles box using the arrow keys. Once placed on the grid, jobs are linked using the function box to the left of the grid labeled "Create Ladder/Lattice." If necessary users may add columns and/or rows to the grid by clicking on the Add Row/Add Column links.

Graphic 4: Place & Link Jobs

Welcome tthorne You are editing Career Pathway test model/health care [Main Menu](#) [Sign Out](#)

[Getting Started](#) [Select Competency Model Foundation](#) [Enter Job Information](#) [Place and Link Jobs](#) [Add Critical Developmental Experiences](#) [View Career Ladder/Lattice](#)

Place and Link Jobs

1. Click on a job title.
2. Click on the grid box in which to place the job title
3. Click on the ↓ or ↑ arrows to move the job title into the grid or back into the Job Title box.

Enter grid cell labels (e.g., A1, B2, C3) in the Create Ladder/Lattice function box on the left side of your screen to:

- move jobs around the grid;
- create a link between two jobs, and;
- delete a link between two jobs.

[Additional Tips](#)

Job Titles: Licensed Practical Nurse (LPN)
Registered Nurse (RN)

[Add Row](#) ↓ ↑

Create Ladder/Lattice:

From: To:

[Move Title between Cells](#)

[Link Cells](#)

[Delete Link](#)

[Add Column](#)

<< Previous Add another job Next >>

Step 3: Define Critical Developmental Experiences

This step allows the user to identify the critical developmental experiences (CDEs) that individuals should seek out as they prepare to move from one job to another.

Examples of CDEs include:

- Educational requirements,

- Work-related experience requirements (formal training, OJT, years of experience, etc.),
- Licensure requirements,
- Certification requirements, and
- Skills to develop or tasks to perform that will prepare an individual for a new position.

With the Career Ladder/Lattice Tool, the user may create Critical Developmental Experiences for the career ladder/lattice by selecting the link between jobs where he/she would like to add them. Once the user has selected the link between jobs, a text box will appear into which he/she can type relevant CDEs (see Graphic 5).

To help users think about important differences between the jobs of interest, he/she can review the job information added for the target jobs (see Graphic 6). Use the “Click to see details of linked jobs” link above the text box to display job information. Graphic 6 displays a sample of the job information available for review. Users will be able to review only the information that they selected and/or entered in Step 1 of the process..

Users may incorporate the information provided to create CDEs by either typing, or copying and pasting, information into the text box. Once users have finished adding CDEs to the text box, they should click on “Save” to add the CDEs to the career ladder/lattice information.

Graphic 5: Define Critical Developmental Experiences Text Box

Critical Developmental Experiences

[Details of linked jobs](#)

Paragraph **B** *I* U abc x² x₂ Color

Design HTML

Click on [Details of Linked Jobs](#) to view job information for the selected jobs.

Clear Save Cancel

<< Previous Add another job View Ladder/Lattice >>

For tips on developing critical developmental experiences, see the [Career Ladder/Lattice General Instructions](#).

Graphic 6: Detailed Information from Linked Jobs

Home Health Aide	Certified Nurse Assistant (CNA)
Education:	
High school diploma, GED, or High School Equivalence Certificate	Post-secondary certificate
Workforce Preparation:	
Work Experience:	
Over 1 month, up to and including 3 months	Over 6 months, up to and including 1 year
Licensure:	
Applicants for home care aide licensure must meet training requirements of Federal law that are required to work in licensed home health agencies. Home health agencies provide verification that the individual meets the federal requirements.	Licensure required if working in nursing homes. License requirement varies by state.
Certification:	
	In the state of Virginia, applicants for certification as nurse aides (C.N.A.) must meet character requirements, show evidence of having completed an approved educational or training program, and pass a clinical competency evaluation in written or oral form.
Employment Outlook:	
36+% over the next 10 years, representing much faster than average growth.	21-35% over the next 10 years, representing faster than average growth.

Step 4: Finalize Your Career Ladder/Lattice

After establishing the CDEs for all of the links between jobs in the career ladder/lattice, users should view and finalize their work. The tool will display the completed career ladder/lattice graphic so that the user may save it to his/her user account. Once saved, the user may download the work in two ways:

- **PDF Document** that includes your job descriptions **and** the ladder/lattice diagram
- **Word Document** that includes your job descriptions **without** the ladder/lattice diagram.

Once downloaded into a Word document, users may make additional edits to the job information included in the ladder/lattice. However, any changes users make to the Word document WILL NOT be saved in user accounts with the Career Ladder/Lattice Tool.