

Emergency Nurses Association Levels Guide

The purpose of the ENA Career Levels is as follows:

- To define the minimum responsibilities at each level that are critical to the role and the organization;
- To create a fair and consistent measure for new positions;
- To create a common language, definitions of expectations, and ownership across the organization.

DIMENSIONS OF EACH CAREER LEVEL

JOB SCOPE:

- Describes the breadth of a job's responsibility

KNOWLEDGE:

- The "know-how" required for competently performing assigned work; fundamental concepts, practice, and procedures behind the tasks performed

WORK COMPLEXITY & IMPACT:

- Addresses the types and complexity of tasks and their general level of importance
- The opportunity for independent action and the degree of control over final decisions reached
- Effect of decisions on operational and strategic objectives

COMMUNICATION/INFLUENCE:

- Communication skills required
- The extent to which the job requires cooperation, influence, tact and business savvy in dealing with others both inside and outside of the organization to obtain results

RELATIONSHIP MANAGEMENT:

- Typical types of relationships
- Staff management responsibilities

BASIC QUALIFICATIONS:

- Typical educational and experience qualifications

LEVEL 1

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> • Performs routine operational tasks and processes. 	<ul style="list-style-type: none"> • Limited knowledge of industry practices, techniques and standards. 	<ul style="list-style-type: none"> • Works on assignments with limited scope that are typically routine and/or repetitive and require minimal independent judgment or analytical thinking. • Errors/omissions typically do not require additional resource allocation to complete the task. 	<ul style="list-style-type: none"> • Gathers and exchanges routine information. • Uses effective listening skills to respond to requests. 	<ul style="list-style-type: none"> • Relationships follow established protocol. • Builds professional relationships internally. 	<ul style="list-style-type: none"> • Typically requires high school diploma.

LEVEL 2

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> • Performs administrative or operational tasks and processes that support a program, function or department. 	<ul style="list-style-type: none"> • General knowledge of industry practices, techniques and standards. 	<ul style="list-style-type: none"> • Work is routine with well-defined rules and standards. • Errors/omissions are easily and quickly identified and would typically result in only minor disruption or expense to correct. 	<ul style="list-style-type: none"> • Gathers and exchanges primarily routine information. • Escalates problems to the appropriate level as necessary. 	<ul style="list-style-type: none"> • Relationships are primarily centered internally and follow established protocol. • Relationships may include interaction with internal and external parties via phone calls, email, and other modes of communication. 	<ul style="list-style-type: none"> • Typically requires high school diploma or Bachelor's degree and/or relevant experience.

LEVEL 3

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> • Performs mostly administrative or operational processes that support a program, function or department. May perform some project management or program work. 	<ul style="list-style-type: none"> • Applies both practical knowledge of industry practices, techniques and standards and related experience to complete job duties. 	<ul style="list-style-type: none"> • Work is primarily routine but offers opportunity for minor planning and/or limited choice of work method within established guidelines. • Impact is generally focused on the immediate work group. • Errors/omissions may affect daily operations. 	<ul style="list-style-type: none"> • Gathers and exchanges information that may not always be routine. • Uses tact and discretion to obtain cooperation and understanding on routine matters. 	<ul style="list-style-type: none"> • Relationships span levels internally and center on collaborative work efforts. • Accurately differentiates and prioritizes information and/or issues and determines who needs to be consulted or kept informed. 	<ul style="list-style-type: none"> • Typically requires a Bachelor's degree and 1-2 years of relevant experience.

LEVEL 4

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> • Performs functional work using professional best practices under direction of supervisor/manager. 	<ul style="list-style-type: none"> • Demonstrates and applies working knowledge of policies, procedures, and terminology of their program, function, or department. 	<ul style="list-style-type: none"> • Works on assignments with moderate scope. Guidelines may allow more latitude because they may be less specific. • Decisions are typically confined within the limits of defined policies; however, the job may include the identification and implementation of process improvements or tools. • Errors would normally result in a disruption to the work group and may require some expenditure of resources to rectify. 	<ul style="list-style-type: none"> • Gathers and exchanges both routine and non-routine information. • Uses verbal and written communication skills to convey information requiring interpretation to others that are not typically knowledgeable about the subject in question. 	<ul style="list-style-type: none"> • Relationships span levels internally and externally. • Has regular contact with colleagues across departments to identify, learn, explain, and report on key issues, trends, and challenges. 	<ul style="list-style-type: none"> • Typically requires a Bachelor's degree and 2-3 years of relevant experience.

LEVEL 5

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> • Performs higher levels of functional work using professional and the organization's best practices. 	<ul style="list-style-type: none"> • Demonstrates and applies a comprehensive knowledge of the field. 	<ul style="list-style-type: none"> • Works on assignments with diverse scope. Priorities, goals and objectives are pre-established, so that job responsibilities are handled primarily independently. • Independently resolves routine problems that arise in the course of day-to-day work. • Errors may have a significant impact on the work group's operations. 	<ul style="list-style-type: none"> • Requires the ability to respond to moderately detailed and complex inquiries from others that may not be knowledgeable in the subject area. • Uses diplomatic skills to obtain trust and cooperation in order to resolve issues and/or non-routine matters, manage projects or achieve appropriate solutions. 	<ul style="list-style-type: none"> • Builds internal and external professional relationships. • Networks with senior internal/external personnel within their area of expertise. 	<ul style="list-style-type: none"> • Typically requires a Bachelor's degree and 3-5 years of relevant experience.

LEVEL 6

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> Responsible for managing aspects of a body of work, program, or function. 	<ul style="list-style-type: none"> Demonstrates and applies specialized knowledge to achieve the goals and objectives of the program, function, or department. 	<ul style="list-style-type: none"> Works on semi-complex assignments that require in-depth evaluation. Decisions are guided by policies, procedures and business plan; receives guidance and oversight from department leadership. Errors may result in significant delays and may require the allocation of additional resources to meet objectives. 	<ul style="list-style-type: none"> Demonstrates persuasive, conflict resolution, and negotiating skills. May play a role in persuading key decision-makers to take recommended but unpleasant actions. Utilizes diplomacy, innovation and creativity when resolving non-routine matters that impact achievement of program goals and objectives. 	<ul style="list-style-type: none"> Relationships span levels internally and externally; regularly interacts with senior leaders on matters related to their program and/or functional area(s). May manage or direct the work of a team. 	<ul style="list-style-type: none"> Typically requires a Bachelor's degree, may require an advanced degree and/or applicable certifications, designations or professional licenses; and 4-6 years of relevant experience.

LEVEL 7

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> Responsible for daily activities for a body of work, program, or function, including administrative, programmatic, or subject matter aspects. 	<ul style="list-style-type: none"> Demonstrates and applies in-depth understanding of all aspects of the field 	<ul style="list-style-type: none"> Works on assignments that are complex in nature, applying functional knowledge and existing methodologies to resolve issues. Decisions and problems are complex in nature and may involve participating in the development of solutions to complex problems. Erroneous decisions may result in delays that jeopardize the program, function, or department's overall activities. 	<ul style="list-style-type: none"> Requires strong communication skills to persuade key decision-makers to take recommended but sometimes unpleasant actions. Strong diplomatic skills and innovation are used to influence others, resolve problems, manage projects or achieve appropriate solutions. 	<ul style="list-style-type: none"> Relationships span levels internally and externally and center on the ability to cultivate and maintain trust to further long-term working relationships. Significant and frequent contact with outside organizations, vendors and other organizational partners. May manage or direct the work of a team. 	<ul style="list-style-type: none"> Typically requires a Bachelor's degree, may require an advanced degree and/or applicable certifications, designations or professional licenses; and at least 5 years of relevant experience. May require demonstrated prior supervisory experience.

LEVEL 8

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> Responsible for managing the day-to-day operations of the program, function, or department to ensure consistency, collaboration and efficiency. 	<ul style="list-style-type: none"> Demonstrates and applies advanced knowledge in area of expertise. 	<ul style="list-style-type: none"> Works on assignments that are very complex in nature across functional areas of the organization. Decisions and actions typically impact the achievement of the program, function, or department's goals and may affect other programs, functions, or departments. Erroneous decisions may jeopardize the program, function, or department's overall activities. 	<ul style="list-style-type: none"> Requires highly developed communication skills to convey essential information to influential internal and external parties, to resolve controversies and reach agreement between conflicting parties. Utilizes diplomacy, innovation and creativity when resolving non-routine matters that impact achievement of functional and/or departmental goals and objectives. 	<ul style="list-style-type: none"> Extensive collaboration across teams and/or outside the organization. May have formal staff management responsibilities. 	<ul style="list-style-type: none"> Typically requires a Bachelor's degree, may require an advanced degree and/or applicable certifications, designations or professional licenses; and at least 7 years of relevant experience. May require demonstrated prior supervisory experience.

LEVEL 9

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> Responsible for the management and leadership of a program, function, or department and ensuring consistency in methodology and operations. 	<ul style="list-style-type: none"> Demonstrates and applies advanced to expert knowledge in area of expertise. 	<ul style="list-style-type: none"> Work is performed with significant latitude in making decisions within the limits of overall function or department objectives. Decisions and actions significantly impact the achievement of the function or department's organizational goals, and typically affect other functions/departments. Erroneous decisions may have a long-term effect on the overall success of functional operations. 	<ul style="list-style-type: none"> Requires highly advanced communication skills to advise, guide and influence others on complex issues that affect the functional unit. Demonstrates superior persuasive, conflict resolution, and negotiating skills. 	<ul style="list-style-type: none"> Regularly interacts with senior leaders or executive level management on matters related to the program, function, or department. May have formal staff management responsibilities. 	<ul style="list-style-type: none"> Typically requires a Bachelor's degree, may require an advanced degree and/or applicable certifications, designations or professional licenses; and 8+ years of relevant experience. Requires demonstrated prior supervisory experience and may require prior leadership experience.

LEVEL 10

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> • Responsible for strategic and programmatic leadership of a significant function or department. • Participates in the development of business plans for the function or department. 	<ul style="list-style-type: none"> • Is considered an expert in the relevant field both internally and externally. 	<ul style="list-style-type: none"> • Work is performed with wide latitude in making decisions within the limits of overall function or department objectives. • Decisions and problems are strategic in nature and impact the achievement of the organization's goals. Consults with executive leadership for decisions involving major programmatic, policy, or budgetary issues. • Erroneous decisions may have a long-term effect on the overall success of functional, departmental, or organizational operations. 	<ul style="list-style-type: none"> • Requires expert communication skills to effectively collaborate with other programs/departments in achieving the organization's strategic objectives. • Acts as a champion by supporting and motivating people across the organization to work collectively as a cohesive whole to produce superior results. • Influences executive leaders. 	<ul style="list-style-type: none"> • Regularly interacts internally and externally with senior level management and/or major partners/members/constituents. • Manages and directs the work of a team or department. • Continuously keeps staff informed of changing organizational priorities and how it impacts their work. 	<ul style="list-style-type: none"> • Typically requires a Bachelor's degree, may require an advanced degree and/or applicable certifications, designations or professional licenses; and 10+ years of relevant experience. • Requires prior demonstrated leadership experience.

LEVEL 11

Job Scope	Knowledge	Complexity &	Communication/	Relationship	Qualifications
<ul style="list-style-type: none"> • Responsible for strategic and programmatic leadership of functional areas that are considered mission-critical in nature and scope and require significant resources and focus. • Participates in long-term planning and the development of strategic objectives for the function or department in support of the overall ENA mission. 	<ul style="list-style-type: none"> • Possesses expert knowledge of numerous relevant business areas, industries and functions. 	<ul style="list-style-type: none"> • Work is performed with significant authority to provide organization-wide strategic direction across programs. • Identifies the short and long-term need and ensures that the programs and initiatives of the organization are directed toward addressing those needs, goals and challenges. • Erroneous decisions may have major and measurable long-term impact on the success, failure, and growth of the program, function, or department. 	<ul style="list-style-type: none"> • Requires expert communication skills to effectively communicate across departments regarding organizational strategies, goals and priorities. • Promotes the creation of shared mission, vision, and values, and uses those principles to guide actions. • Influences executive leaders. 	<ul style="list-style-type: none"> • Relationships span levels internally and externally and center on advancing strategic relationships critical to the achievement of ENA's mission. • Develops and maintains important business relationships. • Manages and directs the work of a team or department. • Continuously keeps staff informed of changing organizational priorities and how it impacts their work. 	<ul style="list-style-type: none"> • Typically requires a Bachelor's degree, may require an advanced degree and/or applicable certifications, designations or professional licenses; and 10-12+ years of relevant experience. • Requires prior demonstrated leadership experience.

OFFICER LEVEL

Job Scope	Knowledge	Work Complexity & Impact	Communication/ Influence	Relationship Management
<ul style="list-style-type: none"> Responsible for strategic leadership and integrating their own leadership and functional responsibilities across the entire organization in support of the achievement of ENA's mission and aligned with ENA's culture and core values. 	<ul style="list-style-type: none"> Seasoned expert with the ability to drive organizational success. Possesses expert knowledge of ENA, its policies, its processes and its work standards. 	<ul style="list-style-type: none"> Work is performed with the widest latitude in making decisions. Develops organizational strategic plans to ensure successful implementation of action plans and objectives. Success is typically measured by the achievement of the organization's programs and goals and strength of the organization's overall long-term operations. 	<ul style="list-style-type: none"> Drives a culture of collaboration by creating shared vision, leading by example, and embodying ENA's values. Requires expert communication skills to lead and ensure both external and internal stakeholders are kept abreast of organizational progress. Utilizes diplomacy, innovation and creativity when resolving complex matters that impact the achievement of organizational goals and objectives. Communicates with and influences Board of Directors in alignment with strategic priorities . Represents the organization at external meetings and events. 	<ul style="list-style-type: none"> Leads diverse workgroups across teams/departments overseen in alignment with ENA's culture and core values. Relationships span all levels internally and externally and center on advancing the organization's mission, strategy, and goals. Collaborates with external partners in a manner that demonstrates expert knowledge of the organization as a whole. Directs and oversees the activities of a complete functional area or areas through multiple levels of management within the organization. Ensures the Chief Executive Officer is informed of all critical issues.