

# CAREER PATHWAYS AND COMPETENCY MAPS



HEALTHCARE



## REPORT OVERVIEW

In 2022, Employ Prince George's Inc. (in partnership with Prince George's Workforce Development Board, Prince George's County American Job Center, Community Network and the Industry Bridge Programs at Employ Prince George's) partnered with The Council for Adult and Experiential Learning (CAEL) to identify top occupations and layout occupational competency maps and career pathways that highlight existing and emerging opportunities within the Healthcare sector across Prince George's County and nearby counties. The ultimate goal of this effort was to identify a set of validated competencies for critical occupations and pathways that complement Healthcare employers' in-demand roles and provide foundational alignment and consensus across all employers. Aiming for 80 percent shared competencies and languages across employers, this project endeavored to broadly serve hiring managers and provide the basis for further alignment work, smoother career on-ramps, and more effective pathways for guiding talent into gateway roles. Sources of this report include Lightcast Labor Insights, BLS, and O\*Net, among others. This particular report covers the Prince George's County area and nearby counties. The competency maps and career pathways developed will serve as resources for Employ Prince George's Inc. and other regional stakeholders to assist and guide job seekers interested in entering and advancing in Healthcare occupations. These competency maps and career pathways will highlight competencies, education requirements, expected wages, and some of the most common and realistic entry and transition points. Validation of this report occurred with representatives from Employ Prince George's Inc. and local Healthcare employers via three business advisory council meetings. Feedback was gathered during each interaction and incorporated into the final product. This document is a living resource that may be continuously updated and altered based on ongoing labor market changes.

## PURPOSE

As automation and changing economic factors continue to impact American workers in traditionally stable industries, it is critical that employers better understand and plan for these changes. Declining and emerging industries and occupations significantly impact workers and employers. The best plan to counteract any negative economic impact resulting from industry and occupation volatility and prepare for jobs that do not exist today is to create roadmaps for how individuals transfer competencies and knowledge to high-growth industries. Employ Prince George's Inc. recognized the value of plotting a roadmap and contracted CAEL to develop an actionable resource to inform how to design and implement processes to identify the best job opportunities in Healthcare. By outlining in-demand and growth-oriented Healthcare occupations in Prince George's and nearby counties and mapping how competencies gained transfer to entry-level and high-growth Our community can create awareness among job-seekers and businesses and provide more lines of sight on how specific competencies support fulfilling critical jobs in the community. Additionally, this report guides Employ Prince George's Inc. on crucial decisions regarding allocating resources and prioritizing its next steps.

## DEVELOPMENT PROCESS

Data gathering for this project began in the Spring of 2022 when the review of data analytics insights for the The Healthcare industry pathway was presented to the business advisory council for feedback and validation. In late May and Mid July, CAEL received consensus from the business advisory council on the top five occupations for developing career competencies and pathway development. From there, the business advisory council surfaced essential suggestions and questions about the competencies and credentials for deeper discussion and alignment. During an ongoing effort through September, the pathways were refined.



# INDUSTRY-WIDE FOUNDATIONAL COMPETENCIES

Below, please find a list of top foundational competencies within the Healthcare field. Foundational competencies are defined as core competencies that provide a foundation for success in school and the world of work. Nationally, employers have identified a link between foundational competencies and job performance, often prerequisites for workers to learn new industry-specific competencies. Foundational competencies are broken down into three categories as defined below:

## HEALTHCARE: INDUSTRY-WIDE FOUNDATIONAL COMPETENCIES

### PERSONAL EFFECTIVENESS COMPETENCIES

These competencies are essential for all life roles such as being a member of a family, a community, and a larger society. These “soft skills” are increasingly valued in the labor market.

- ⊗ **Positive Attitude**
- ⊗ **Communications**
- ⊗ **Problem Solver**
- ⊗ **Cleanliness**
- ⊗ **Care for Others**
- ⊗ **Adaptable**
- ⊗ **Friendly**

### EDUCATION COMPETENCIES

These are critical competencies primarily learned in an academic setting, as well as cognitive functions and thinking styles. These competencies are likely to apply to all organizations in a single industry or be represented by an industry association.

- ⊗ **Medical Terminology**
- ⊗ **First Aid**
- ⊗ **CPR**
- ⊗ **Patient Care**
- ⊗ **Privacy Regulations**
- ⊗ **Safety Protocols**
- ⊗ **Workflow Management**
- ⊗ **Medication Dispensation**
- ⊗ **Medical Records**
- ⊗ **Vital Signs**
- ⊗ **Meal Planning and Preparation**
- ⊗ **Geriatric Care**
- ⊗ **Health and Wellness**
- ⊗ **Medical Equipment Operation**
- ⊗ **Customer Service**



### WORKPLACE COMPETENCIES

These competencies represent those competencies and abilities that allow individuals to function in an organizational setting.

- ⊗ **Attention to Detail**
- ⊗ **Teamwork**
- ⊗ **Responsibility**
- ⊗ **Adaptability**
- ⊗ **Coordination**
- ⊗ **Monitoring**
- ⊗ **Speaking**
- ⊗ **Communication**
- ⊗ **Time Management**
- ⊗ **Manual Dexterity**
- ⊗ **Quality Control Analysis**
- ⊗ **Integrity**
- ⊗ **Initiative**
- ⊗ **Compassion/Concern for Others**



## HOME HEALTH AIDE

### JOB DESCRIPTION

Monitor the health status of an individual with disabilities or illness, and address their health-related needs, such as changing bandages, dressing wounds, or administering medication. Work is performed under the direction of offsite or intermittent onsite licensed nursing staff. Provide assistance with routine healthcare tasks or activities of daily living, such as feeding, bathing, toileting, or ambulation. May also help with tasks such as preparing meals, doing light housekeeping, and doing laundry depending on the patient's abilities.

### KEY FOUNDATIONAL COMPETENCIES

- ⊗ Customer and personal service
- ⊗ Administration and Management
- ⊗ Spoken Language (ex. English/Spanish)
- ⊗ Medicine Knowledge
- ⊗ Public Safety and Security

### COMMON SKILLS

- ⊗ Service Orientation
- ⊗ Social Perceptiveness
- ⊗ Active Listening
- ⊗ Monitoring
- ⊗ Coordination

### SALARY RANGE

**Entry Level:** \$32,000-\$37,000

### CREDENTIALS

**Required:**

- ⊗ High School Diploma or Equivalent
- ⊗ Certified Nursing Assistant
- ⊗ Certified Nursing Technician
- ⊗ Medical Assistant
- ⊗ Patient Care Technician

**Optional/Dependent on Specialty:**

**License:**

**Certifications:** CMA, CNA, LNA, PCA, STNA

### WORK EXPERIENCE

**Entry Level:** 0-1 Years

**Advanced Level:** 3-5 Years

### OTHER JOB TITLES/ ROLES

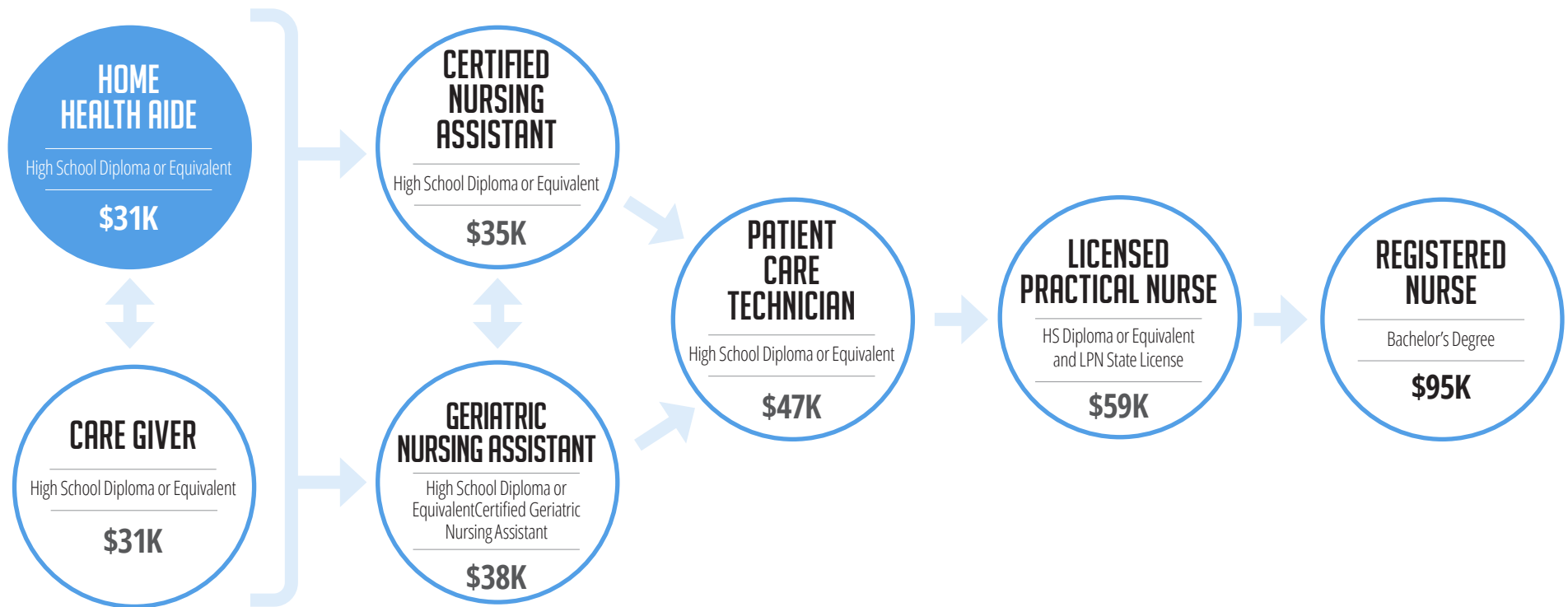
Certified Medication Aide (CMA), Certified Nurse Aide (CNA), Certified Nurses Aide (CNA), Certified Nursing Assistant (CNA), Licensed Nursing Assistant (LNA), Nurses' Aide, Nursing Aide, Nursing Assistant, Patient Care Assistant (PCA), State Tested Nursing Assistant (STNA)



## HOME HEALTH AIDE

### HOME HEALTH AIDE PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Healthcare. The highlighted circle represents the occupation in the pathway.





# COMMUNITY HEALTH WORKER

## JOB DESCRIPTION

Promote health within a community by assisting individuals to adopt healthy behaviors. Serve as an advocate for the health needs of individuals by assisting community residents in effectively communicating with healthcare providers or social service agencies

## KEY FOUNDATIONAL COMPETENCIES

- ⊗ Customer and Personal Service
- ⊗ Spoken Language
- ⊗ Curriculum and training design
- ⊗ Administration and Management
- ⊗ Medicine Knowledge
- ⊗ Bilingual

## COMMON SKILLS

- ⊗ Social Perceptiveness
- ⊗ Active Listening
- ⊗ Spoke Language (ex. English/Spanish)
- ⊗ Writing
- ⊗ Reading Comprehension

## SALARY RANGE

**Entry Level:** \$42,000-\$47,000

## CREDENTIALS

### Required:

- ⊗ High School Diploma or Equivalent
- ⊗ Security Clearance
- ⊗ Certified Nursing Assistant
- ⊗ Basic Life Support Certification

### Optional/Dependent on Specialty:

**License:**

**Certifications:** CHW

## WORK EXPERIENCE

**Entry Level:** 0-1 Years

**Advanced Level:** 3-5 Years

## OTHER JOB TITLES/ ROLES

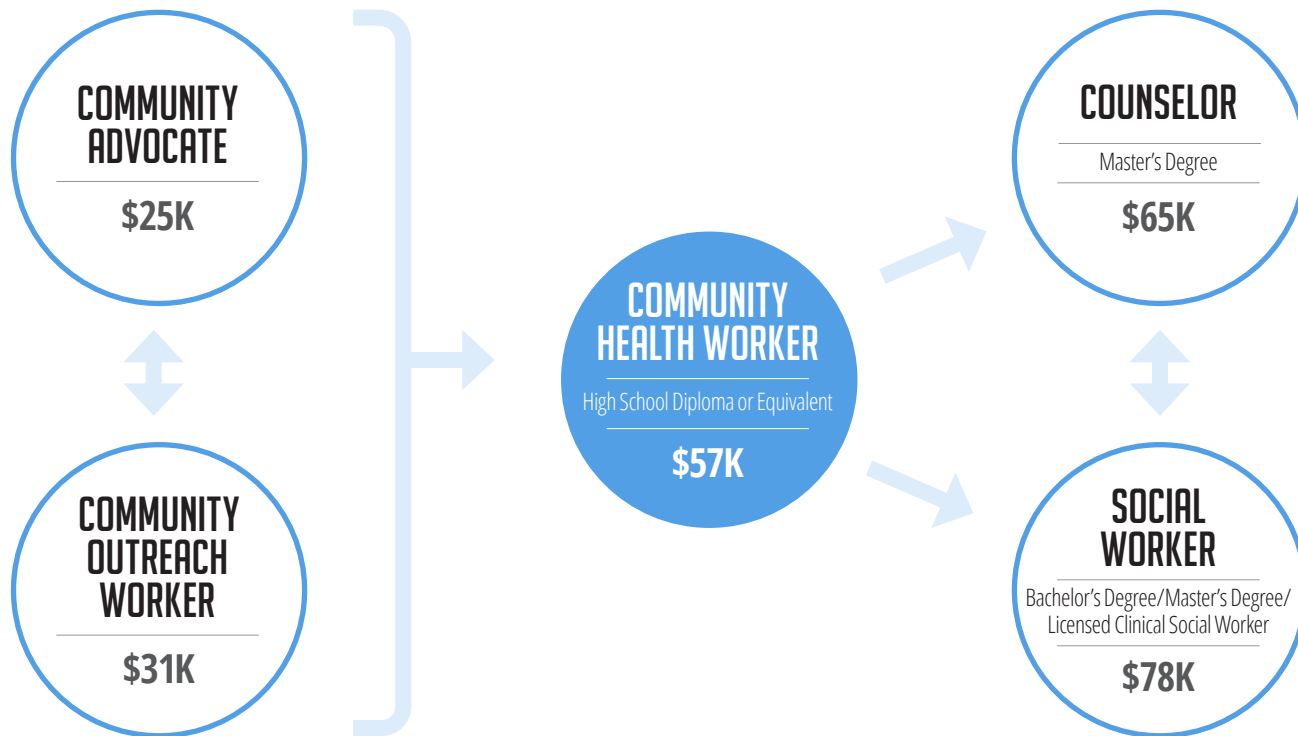
Community Health Outreach Worker, Community Health Program Coordinator, Community Health Program Representative (Community Health Program Rep), Community Health Promoter, Community Health Worker (CHW), Community Nutrition Educator, HIV CTS Specialist (Human Immunodeficiency Virus Counseling and Testing Services Specialist), Contact Tracing, Community Liaison, Peer Navigators, Health Navigators, Community Navigators



## COMMUNITY HEALTH WORKER

### COMMUNITY HEALTH WORKER PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Healthcare. The highlighted circle represents the occupation in the pathway.





# SOCIAL WORKER

## JOB DESCRIPTION

Provide individuals, families, and groups with the psychosocial support needed to cope with chronic, acute, or terminal illnesses. Services include advising family caregivers. Provide patients with information and counseling, and make referrals for other services. May also provide case and care management or interventions designed to promote health, prevent disease, and address barriers to access to healthcare.

## KEY FOUNDATIONAL COMPETENCIES

- ⊗ Psychology
- ⊗ Therapy and Counseling
- ⊗ Communication
- ⊗ Behavior dynamics, Societal Trends, and Influences
- ⊗ Customer and Personal Service

## COMMON SKILLS

- ⊗ Social Perceptiveness
- ⊗ Service Orientation
- ⊗ Communication
- ⊗ Active Listening
- ⊗ Coordination

## SALARY RANGE

**Entry Level:** \$72,000-\$78,000

## CREDENTIALS

### Required:

- ⊗ Bachelor's Degree
- ⊗ Master's Degree
- ⊗ Licensed Clinical Social Worker

These are all the ones we include Licensed Clinical Social Worker (LCSW or LCSW-C), Licensed Master Social Worker (LMSW), Licensed Clinical Professional Counselor (LCPC), Licensed Graduate Professional Counselor (LGPC), or Licensed Psychologist.

### Optional/Dependent on Specialty:

#### License:

**Certifications:** LMSW

## WORK EXPERIENCE

**Entry Level:** 1-3 Years

**Advanced Level:** 3-5 Years

## OTHER JOB TITLES/ ROLES

Clinical Social Worker, Hospice Social Worker, LMSW (Licensed Master Social Worker), Medical Social Worker, Nephrology Social Worker, Oncology Social Worker, Psychosocial Coordinator, Renal Social Worker, Social Work Case Manager, Social Worker

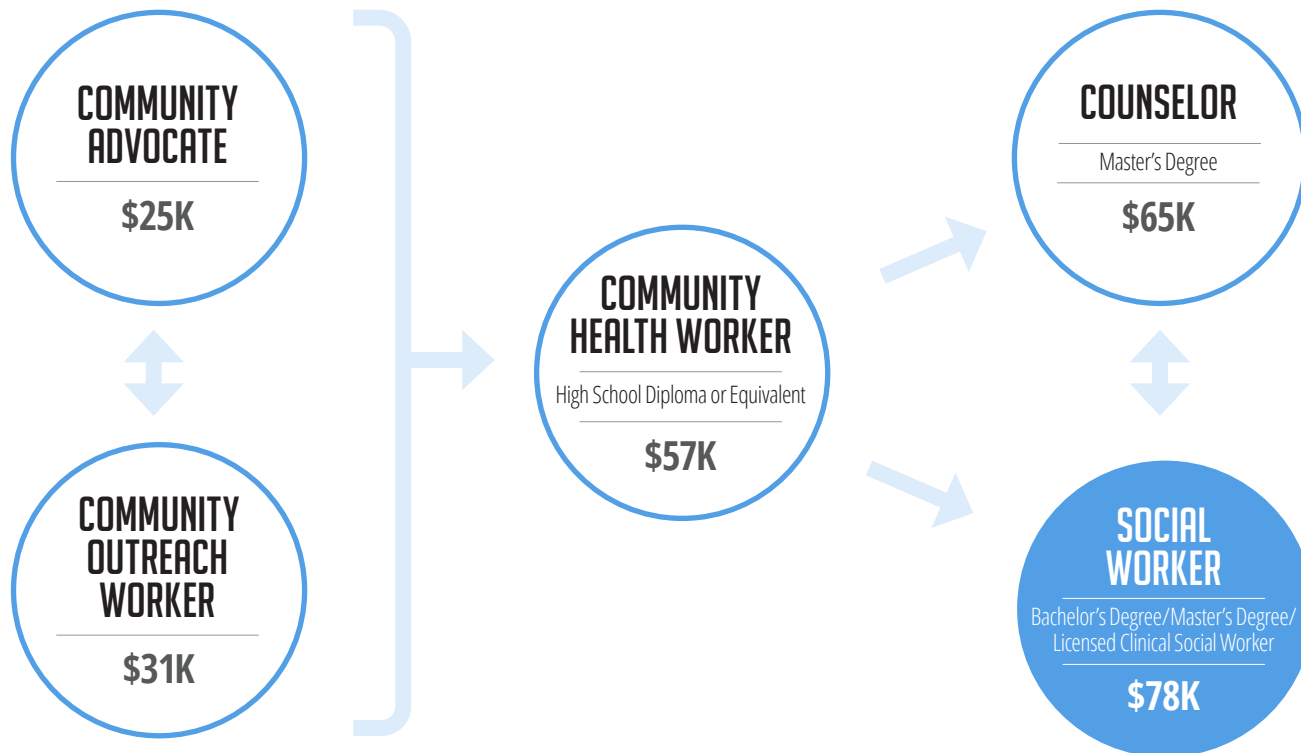




# SOCIAL WORKER

## SOCIAL WORKER PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Healthcare. The highlighted circle represents the occupation in the pathway.





# PHARMACY TECHNICIAN

## JOB DESCRIPTION

Prepare medications under the direction of a pharmacist. May measure, mix, count out, label, and record amounts and dosages of medications according to prescription orders.

## KEY FOUNDATIONAL COMPETENCIES

- ⊗ Customer and Personal Service
- ⊗ Mathematics
- ⊗ Medicine
- ⊗ Spoken Language (ex. English/Spanish)
- ⊗ Computer Proficiency
- ⊗ Basic medical terminology

## COMMON SKILLS

- ⊗ Active Listening
- ⊗ Reading Comprehension
- ⊗ Communication
- ⊗ Critical Thinking
- ⊗ Active Learning

## SALARY RANGE

**Entry Level:** \$35,000-\$50,000

## CREDENTIALS

### Required:

- ⊗ Pharmacy Technician Certification

### Optional/Dependent on Specialty:

#### License:

#### Certifications:

## WORK EXPERIENCE

**Entry Level:** 0-1 Years

**Advanced Level:** 3-5 Years

## OTHER JOB TITLES/ ROLES

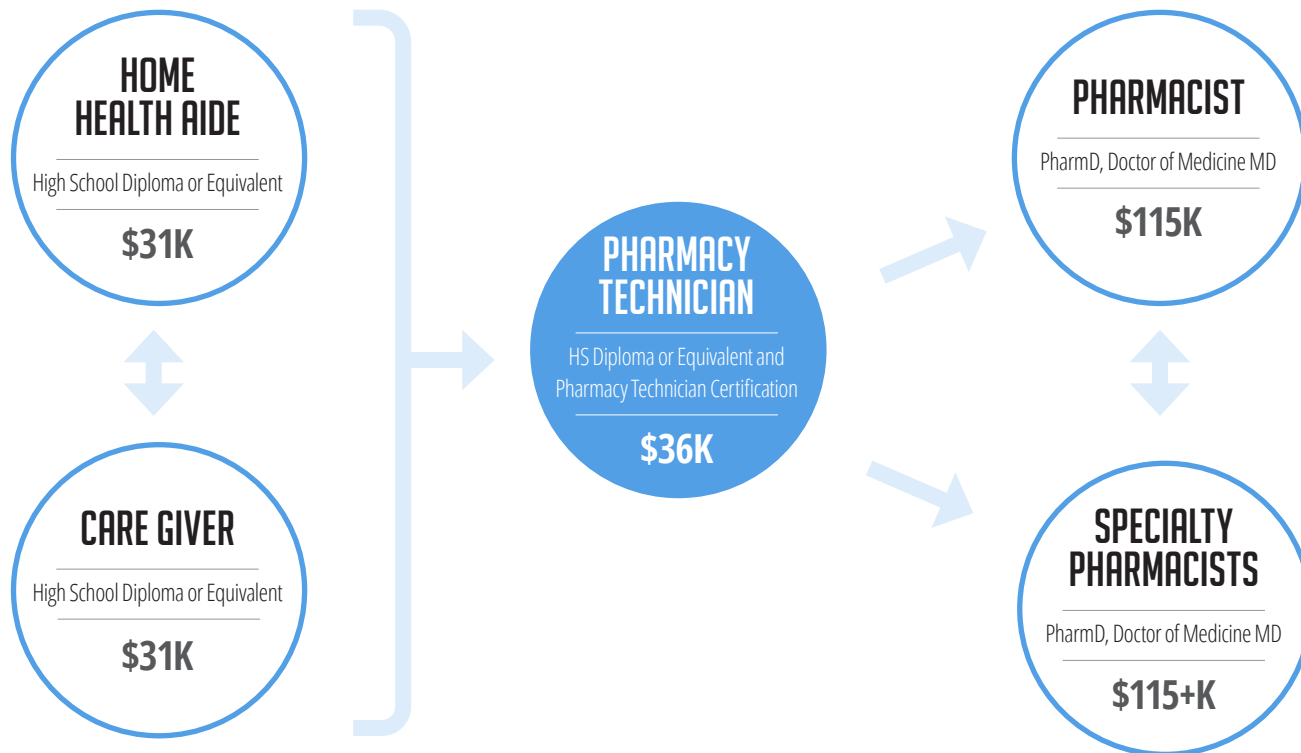
Accredited Pharmacy Technician, Certified Pharmacy Technician (CPhT), Chemotherapy Pharmacy Technician (Chemo Pharmacy Technician), Compounding Technician, OR Pharmacy Tech (Operating Room Pharmacy Tech), RPhT (Registered Pharmacy Technician)



# PHARMACY TECHNICIAN

## PHARMACY TECHNICIAN PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Healthcare. The highlighted circle represents the occupation in the pathway.





# REGISTERED NURSE

## JOB DESCRIPTION

Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients. May advise patients on health maintenance and disease prevention or provide case management. Licensing or registration required.

## KEY FOUNDATIONAL COMPETENCIES

- ⊗ Face-to-Face Discussions
- ⊗ Communication (Phone, email, reports)
- ⊗ Teamwork
- ⊗ Customer and personal service
- ⊗ Administration and Management
- ⊗ Spoken Language (ex. English/Spanish)
- ⊗ Medicine Knowledge
- ⊗ Public Safety and Security

## COMMON SKILLS

- ⊗ Service Orientation
- ⊗ Social Perceptiveness
- ⊗ Active Listening
- ⊗ Monitoring
- ⊗ Critical Thinking

## SALARY RANGE

**Entry Level:** \$50,000-\$95,000

## CREDENTIALS

**Required:**

- ⊗ Bachelor's Degree

**Optional/Dependent on Specialty:**

**License:**

**Certifications:**

## WORK EXPERIENCE

**Entry Level:** 0-1 Years

**Advanced Level:** 3-5 Years

## OTHER JOB TITLES/ ROLES

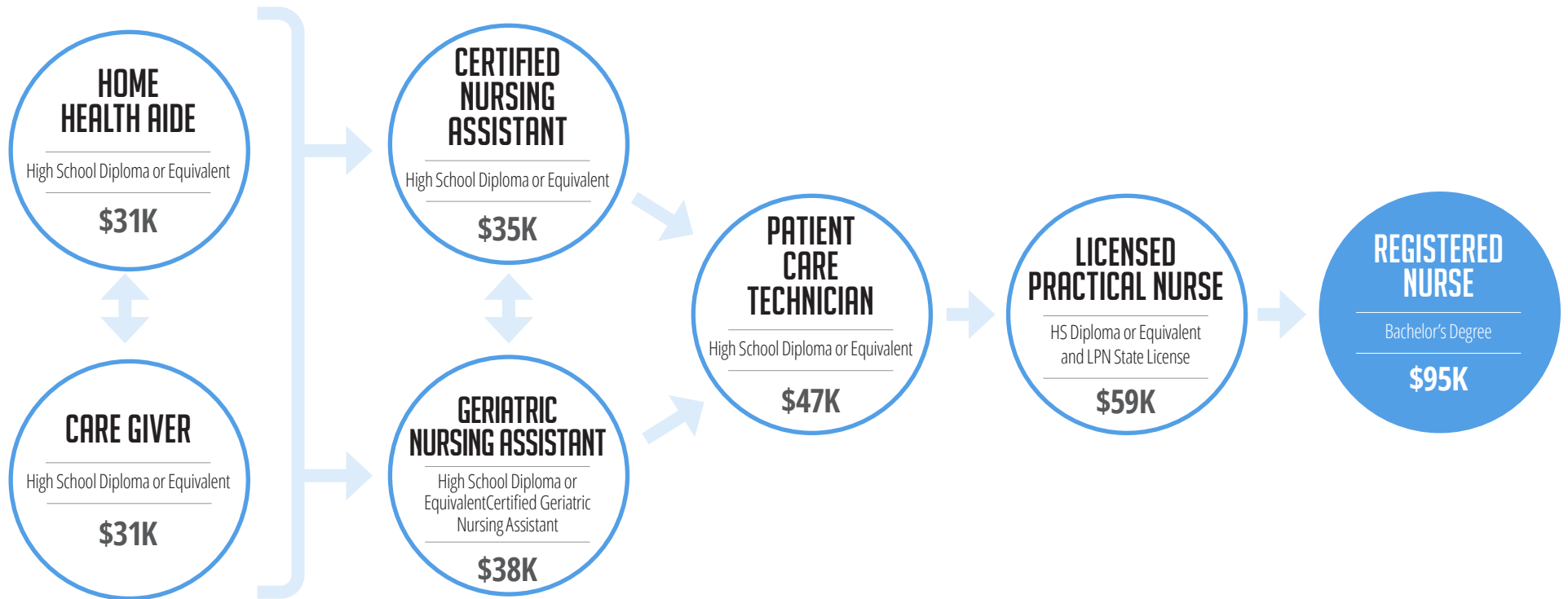
Certified Operating Room Nurse (CNOR), Charge Nurse, Emergency Department RN (Emergency Department Registered Nurse), Oncology RN (Oncology Registered Nurse), Operating Room Registered Nurse (OR RN), Psychiatric RN (Psychiatric Registered Nurse), Relief Charge Nurse, School Nurse, Staff Nurse, Staff RN (Staff Registered Nurse)



## REGISTERED NURSE

### REGISTERED NURSE PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Healthcare. The highlighted circle represents the occupation in the pathway.



## ABOUT EMPLOY PRINCE GEORGE'S INC.

Employ Prince George's, Inc. serves as the principal workforce development entity for Prince George's County, Maryland. Our mission is to improve the local economy by creating a demand-driven workforce system, and workforce development programs that deliver qualified workers to businesses, improves the productivity of businesses, and provides jobseekers with opportunities for career in high demand/high growth industries.

[employpg.org](http://employpg.org)



## ABOUT PRINCE GEORGE'S COUNTY WORKFORCE DEVELOPMENT BOARD

The Prince George's County Workforce Development Board (WDB) is a dynamic group of private and public sector partners that provides leadership, direction and policy oversight for the workforce delivery system in Prince George's County. Our mission is to be a Workforce Development Board that drives the innovation, integration, continuity, productivity, and efficiency of a workforce system that produces a robust, qualified, and skilled workforce that meets the needs of the business community. <https://pgcajc.com/workforce-board/>



## PRINCE GEORGE'S COUNTY AMERICAN JOB CENTER COMMUNITY NETWORK

The Prince George's County American Job Center Community Network is a collective of American Job Centers, Community based organizations, government agencies and faith-based organizations providing a full range of services connecting job seekers to training and employment opportunities in the Washington Metropolitan Area. The American Job Center Community Network is a free membership network with over 125 community partners working together to support job seekers and the workforce pipeline. <https://pgcajc.com/>



## ABOUT THE COUNCIL FOR ADULT AND EXPERIENTIAL LEARNING

Recognizing that adult learners are the backbone of the U.S. economy, CAEL helps forge a clear, viable connection between education and career success, providing solutions that promote sustainable and equitable economic growth. CAEL opens doors to opportunity in collaboration with workforce and economic developers; postsecondary educators; employers and industry groups; foundations and other mission-aligned organizations. By engaging with these stakeholders, we foster a culture of innovative, lifelong learning that helps individuals and their communities thrive. A membership organization established in 1974, CAEL is a part of Strada Collaborative, a mission-driven nonprofit. Learn more at [cael.org](http://cael.org) and [stradacollaborative.org](http://stradacollaborative.org).



The Industry Bridge Programs at Employ Prince George's are driven by the input and work of the Business Advisory Councils. Industry leaders who serve on the Business Advisory Councils work collaboratively to identify and address the unprecedented challenges and opportunities that exist in the sector. Business Advisory Council members also confirm labor market insight and provide input to steer the workforce pipeline for their respective industries, and help provide training and employment opportunities as appropriate.



# Thank You!

Thanks to the employers for their time and efforts in creating these maps and pathways!

**MEDSTAR**

**CVS**

**SOUTHWEST PODIATRY**

**IMPACT DIAGNOSTIC LAB & HEALTH SERVICES**

**CCI HEALTH**

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**VISITING ANGELS**

**HERITAGE HEALTH**

**FAMILY CHOICE HEALTHCARE**

**SARAH'S PEACE AND LOVE HOME HEALTHCARE**

**CHESAPEAKE HEALTH**

**PORTERA HEALTH**

