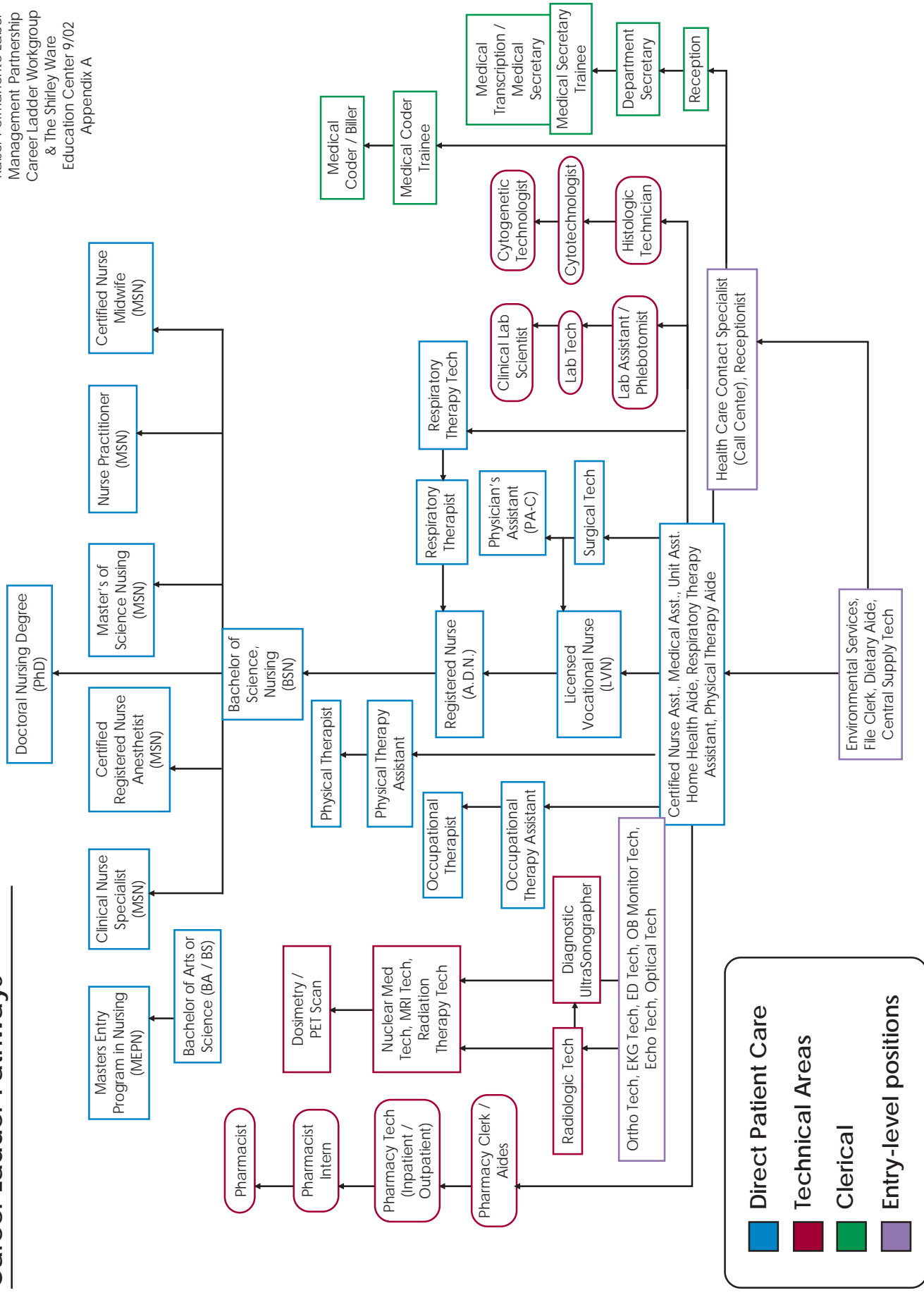


Career Ladder Pathways

Kaiser Permanente Labor
Management Partnership
Career Ladder Workgroup
& The Shirley Ware
Education Center 9/02
Appendix A



Legend:

- Direct Patient Care
- Technical Areas
- Clerical
- Entry-level positions