



Global Skills Matrix

FULL REPORT



Delegates from 21 countries at the 2018 10th WA-Summit in Frankfurt, Germany



WORLD ADMINISTRATORS

ALLIANCE

Global Skills Matrix

A globally recognised framework for administrators and HR teams that, irrespective of country, makes it possible to identify levels of work for a given role and career progression opportunities to realise the potential to an organisation of an effective administrator.

>160 different job titles

and many job titles meaning different things dependent on the employer, sector or where an administrator is based geographically. This means a lack of clarity when it comes to performance management of administrative professionals.

Executive Support
Executive Assistant
Personal Assistant
Administrative Assistant
Management Assistant
Business Support

58% of administrators felt underutilised

73% felt their organisation didn't understand the role or potential impact of using them properly

60% felt there was little or no opportunity for career progression within their organisation

Table of Contents

Background	3
New Recommendation/Outcome:	3
Outcomes on Position Descriptions and Career Pathways:	3
Introduction	4
Job Titles Covered	4
Skills & Personal Qualities	5
Credentials	5
How to Use This Tool	6
Conclusion	7
WA-Alliance - Global Skills Matrix	14



Global Skills Matrix

Background

The World Administrators Alliance (WAA) is a non-profit trade association that represents administrative associations, networks, and administrators from across the globe. Its purpose is to guide, influence, develop and elevate the administrative profession, to create a global community that works together for the benefit of all.

At the 2018 10th WA-Summit the International Position Titles Team presented their report which was the results from a worldwide survey that received over 3,000 responses. This survey was primarily focussed on position titles as requested by the Delegates from the 2015 9th WA-Summit. It asked about titles, tasks, and perceptions. The subsequent report and discussion by Delegates at the 10th WA-Summit led to the following new recommendation/outcome.

THAT this Report forms the basis for further discussions on Position Titles later in this 10th WASummit 2018

The new topics of Position Descriptions and Career Pathways led to useful discussions and the following outcome.

Outcomes on Position Descriptions and Career Pathways:

A Task Force was developed which included Andrew Jardine (UK), Cathy Harris (SA), Wendy Rapana (NZ), and Florence Katano (Uganda), with Veronica Cochran (USA) supporting.

The discussions by the Delegates at the 2018 WA-Summit led to the following outcome:

The Task Force was asked to create a unifying framework for administrative/office professionals and HR departments such that, irrespective of

country, it is possible to identify levels of work – i.e. performance expectations, salary ranges and career pathways – for a given job/role profile.

The new Task Force was expanded to include Vicki Faint from New Zealand to take the lead and this report is the outcome of the consultation and discussions within the Task Force over the past two years.

Why Now?

There has never been a more important time for organisations to utilise their administrators to their full potential. Covid-19 has increased the need for management to be more agile and operating at maximum capacity. An organisation needs to ensure the ROI on their executives' salaries is maximised. A career administrator with clear goals and objectives, combined with opportunities for personal development and career progression is a key component for achieving this.

Are your job descriptions up to date? Do you organise administrator specific training? Do you have a clear career progression for your administrator team? Do they have objectives and KPIs in place for the next year?

If your answer to any of these questions is no, then now is the time to review and take actions.

PLEASE NOTE: within this document the term “Administrator” is used as a generic to cover all the 160 titles around the world. As an overarching term it links with the World Administrators Summit and the newly incorporated World Administrators Alliance.



Global Skills Matrix

Introduction

Administrators generally work with managers and executives (or in some countries for wealthy or celebrity individuals and families), undertaking a variety of business support tasks.

They often act as the manager's first point of contact. Managers often rely heavily on their administrators, trusting that work will be handled efficiently in their absence; discretion and confidentiality are therefore essential attributes of a successful administrator.

Administrators need extensive knowledge of the organisation in which they work. They need to know who key personnel (stakeholders) are, both external and internal, and understand their manager's, and by extension, the organisation's aims and objectives.

In addition, administrators are likely to be responsible for miscellaneous tasks to support their managers, which will vary according to the sector and to the manager's requirements, e.g., completing some corporate governance reporting (to ensure that the business is being run properly and complying with legislation and regulations) or conducting research.

Depending on circumstances some administrators do all the administrative work themselves, while others take responsibility for recruiting and training junior staff and delegate some less demanding and confidential work to them.

Finally, for those administrators who work as an assistant for a wealthy family or individual, instead of for a corporation the work undertaken may cover home or personal life maintenance tasks, such as ensuring household bills are up to date or hiring cleaners.

For additional details on job titles, see the table on page 17 of this report.

Job Titles Covered

Job titles for administrative roles, will vary according to the employer. In some organisations, the job titles 'personal assistant' and 'executive assistant' are interchangeable. In others, an executive assistant is more senior than a personal assistant and will take on more responsibility, such as some corporate governance or team organisation work. In some organisations, a personal assistant role is an entry-level job; in others, it requires a great deal of experience and is paid accordingly.

This matrix includes titles arising from the [2017 worldwide survey conducted for the WA-Summit 2018](#), such as:

Administrative Assistant includes administrative assistant (including coordinator, specialist and associate) and senior administrative assistant.

Personal Assistant includes personal assistant, senior assistant and virtual assistant.

Project Administrator includes project administrator (including coordinator, specialist and associate).

Executive Assistant includes executive assistant (including senior executive assistant), chief executive assistant (or chief administrative assistant), senior executive assistant.

Office Administrator includes office manager and office administrator (including operations assistant or operations manager).

Secretary includes executive secretary, secretary.

An additional title which is becoming more common at the highest levels is that of Chief of Staff (especially in the United State of America).

In some organisations/countries it may be required to work overtime during peak times and when deadlines are close. Many administrative professionals follow their manager's schedules, which could mean these roles are rarely 9-to-5.



Global Skills Matrix

Skills & Personal Qualities

In addition to relevant experience and administrative knowledge, you will need to show evidence of the following:

1. Skills

- exceptional written and oral communication skills
- excellent technology skills including knowledge of a range of software packages
- good organisational and time management skills
- the ability to research, digest, analyse and present material clearly and concisely
- excellent interpersonal skills
- tact and diplomacy
- negotiating skills
- problem solving
- emotional intelligence

2. Personal Qualities

- the ability to work under pressure and to tight deadlines
- honesty and reliability
- self-motivating
- flexibility & adaptability to juggle a range of different tasks and to work extra hours to meet deadlines
- attention to detail
- discretion and trustworthiness: you will often be party of confidential information
- service orientation

There are also a number of specific skills which may give you a competitive advantage. For example, shorthand and audio typing are still used, and knowledge of a foreign language in many countries may be essential, in others useful, and in yet others not required.

PLEASE NOTE: All skills gained at each level are transferrable through all levels as they make up your skills and knowledge base.

Credentials

Generally no formal academic qualifications are required as standard, although some employers may require candidates to have minimum qualification at a specific level, and some may prefer degrees.

Although this area of work is open to a large range of people, a qualification in business, management and/or administration increases your opportunities.

Additionally, some subjects are more relevant for certain industries, e.g. English literature for publishing and law for legal work.

Entry without a degree is possible as personal qualities, experience and general administrative skills are typically considered more important.

A qualification in ICT or MOS certification may also be valuable or even required.

There is also advantage in attaining relevant professional certifications from professional bodies within the administrators' own country as a further demonstration of skills and knowledge.

It is unusual to enter directly into a senior position as a recent graduate (at whatever level) due to the level of experience expected of you. However, it is not impossible and one way of increasing your chances would be to study for a relevant qualification. Relevant qualifications are designed to equip individuals with the skills essential for this profession.

International Credentialing Information will be added to the matrix at a future date once this research has been completed.



Global Skills Matrix

How to Use This Tool

For those who are administrators very often the most important thing is to know where your role fits. To do this the following steps to use the Global Skills Matrix may be the best approach.

Step 1: Check the skills in the different levels of the Global Skills Matrix to find the level which largely matches your skills.

Step 2: Check the Tasks, in the Tasks Matrix to see which level largely match the tasks that fit with those in your own position description or that you do in your day-to-day work.

Step 3: You may find further and more detailed information in the Role Profiles which are linked at the bottom of each level to help you find a match/similarity.

If your company has not created a job description for you which reflects your role, you may find it useful to view our Role Profiles for each level or to create your own using the skills and tasks listed in our matrices.

For tools to help you to utilise this report fully please visit <https://www.globalskillsmatrix.com/>

At this stage look wider than solely you and your role, to see how you fit within the administrative profession. This information will assist you with determining a pathway for yourself either within your current employment or outside of it, to develop a pathway.

The information contained in the Matrix is intended to assist you as an administrator in understanding where you fit and how you can progress. It is also to assist your executive, your HR Department, and recruiters to better understand the roles administrators fulfil, the structure and range of tasks within those roles, and show a clear career pathway for those who wish to progress.

This Tool is not intended to change position titles within your organisation or your country. It is aimed at clarifying what an administrator does, how they support and contribute to their employment and how globally this sits together providing a career pathway.



Global Skills Matrix

Conclusion

One of the biggest factors causing ambiguity and confusion about the role of the administrator is poor position/job descriptions (PDs/JDs). Far too often, PDs/JDs written for administrators fail to fully grasp the complexities of the roles and the numerous ways in which the administrator supports their executive/manager. In many cases, existing PDs/JDs are completely out of date, describing little more than the simplest routine, everyday tasks that have been performed by administrators for decades.

Inaccurate PDs/JDs too often contribute to a lack of understanding of the depth of the administrative professional role, which in turn leads to undervaluing the administrator in the organisation, ill-advised rationalisation of the administrator role in some organisations, equally ill-advised rationalisation of administrators and a general failure to make the most of the potential of the administrator.

Professional certification or academic qualifications (referred to as credentialing), where available in countries, will be more fully set out in the **International Credentialing Report**, once completed. Gathering information about qualifications globally is complex. Phase 2 of this project, once endorsed, will be the gathering of data in respect to global qualifications and credentialing for inclusion in this report.

However, it should be noted that as this is a living document, information on relevant and appropriate qualifications from every country is welcomed, so that the document can be updated and is fully relevant for all Administrative Professionals internationally.

Administrators are valuable within the workplace. But their value can be so much greater with the right approaches with the correct training and education, with the right frameworks and ways of working, and with a better understanding of how they can assist their managers.

PLEASE NOTE:

1. This report is a living document and is open to be modified, added to or adjusted as required.
2. The role profiles linked to the Global Skills Matrix are for guidance only. They are aimed at those from smaller businesses and those who currently may not have a position description to refer to.



Global Skills Matrix

Level 1

Responsibilities/Tasks

The job itself can encompass a wide variety of different duties and responsibilities/tasks. Level 1 administrators generally provide support to a team or group of people, a department, or a specific business function. 'Support' in this context means that the administrator handles operational/administrative tasks, including but not limited to:

- Generating documents following organisation standards
- Using software (spreadsheets, databases, presentations, websites, etc.)
- Booking meetings and planning staff events
- Filing
- Covering reception
- Answering the phone, taking messages, and re-directing calls
- Receiving incoming and outgoing mail
- General administration knowledge

In addition, Level 1 administrators are likely to be responsible for miscellaneous tasks to support their executive(s)

Finally, it is also possible (most commonly in the USA) for an entry level administrator to work for a wealthy family or individual, instead of for a corporation. If this is the case, the work of the Level 1 administrator may also cover home or personal life maintenance tasks, such as ensuring household bills are up to date or hiring cleaners.

Skills & Personal Qualities

In addition to relevant experience and secretarial and administrative knowledge, you'll need to show evidence of the following:

1. Skills

- Technical (computer, software, apps, AI (application), social media, etc.)
- Verbal and written communication (e.g. drafting basic standard letter memos, emails and internal communications)
- Interpersonal and customer service
- Organisational and planning (including multitasking)
- Ability to focus and attention to detail
- Problem solving
- Discretion and confidentiality
- Prioritising

2. Personal Qualities

- Able to work under pressure and to tight deadlines
- Self-motivated
- Flexible and adaptable to juggle a range of different tasks and to work extra hours to meet deadlines
- Honest and reliable
- Attentive to detail
- Discrete and trustworthy: you will often be party to confidential information
- Service orientated

There are also a number of specific skills which may give you a competitive advantage. For example, shorthand and audio typing are still widely used, and knowledge of a foreign language may be useful.

[Level 1 Role Profile](#)



Global Skills Matrix

Level 2

Responsibilities/Tasks

It is expected that Level 2 administrators will carry the expertise learned at Level 1 into Level 2. They are also expected to manage much more, including but not limited to:

- Managing calendars and scheduling
- Managing meeting documentation
- Minute taking
- Travel co-ordinating
- Project assistance
- Operations duties including perks, parking, and maintenance registers
- Human Resource assistance e.g. onboarding / offboarding and payroll
- Manage own time and prioritise
- Confidently arrange and participate in video conference calls and on-line meetings

The best Level 2 administrators often act as partners with the person or people they support. To do so successfully, they must understand not only the details of the executive's job, but also how he/she thinks and makes decisions. Level 2 administrators are often trusted with a great deal of confidential business and personal information, so discretion and good judgement are essential skills.

Skills & Personal Qualities

In addition to relevant experience and secretarial and administrative knowledge, and including the skills gained at Level 1, you will need to show evidence of the following:

1. Skills

- Sound basic office procedures, processes, and office management knowledge
- Time management
- Self-motivated
- Cultural awareness
- Ethical awareness
- Decision-making

2. Personal Qualities

- Typing, filing, and other clerical skills are important, but the best Level 2 administrators often have strong personalities that are exhibited through several beneficial soft skills:
- Communication
- Managing your own time
- Trustworthiness
- Multitasking

There are also a number of specific skills which may give you a competitive advantage. For example, shorthand and audio typing may still be used, and knowledge of a foreign language may be useful.

Qualifications

According to our research, Level 2 administrators typically have at least a professional qualification, though some employers might prefer candidates with an academic degree or qualification. Previous administrative or secretarial experience is required.

What to Expect

Level 2 administrators' roles can be demanding and challenging, but also very rewarding. With the right partner, an administrator can become an invaluable business ally and a powerful part of the team.

Level 2 administrators typically work in an office setting and interact with visitors, callers, and other executives in addition to their own bosses. Work can be fast-paced and demanding, and the gatekeeper role sometimes requires Level 2 administrators to say no to people who do not want to take no for an answer.

Employers

Level 2 administrators work in a range of large, medium-sized and small organisations across all sectors.

[Level 2 Role Profile](#)



Global Skills Matrix

Level 3

Responsibilities/Tasks

- Support and supervise administrative staff
- Assist project teams in timely completion of projects
- Manage and maintain budgets for projects, office expenditure e.g. stationery
- Maintain administrative and personnel databases correspondence, HR functions including managing, recording and maintaining employee leave time records
- Research and recommend suppliers
- Actively seek constant improvement of processes
- Effectively manage multiple managers
- Manage email in-box(es) of executive(s) to agreed level
- Present at meetings
- Implements or maintains disaster recovery plan
- Organise meetings (e.g. strategic planning day), conferences and events
- Meeting administration including preparation of agenda, papers, and minutes
- Awareness of staff morale

Skills & Personal Qualities

1. Skills

- Staff management
- Resilience and stress tolerance
- Mentoring
- Delegation
- Negotiation
- Higher level communication skills
- Project/event coordination/management
- Understanding of organisation's and executive(s)'s objectives, goals and KPIs
- Office coordination (e.g., budgeting, perks, parking, vehicles, and maintenance)

2. Personal Qualities

The Level 3 administrator is a specialised management position that requires being in touch with all elements of a company. A good Level 3 administrator is often a sign of a successful and productive office environment and having that kind of impact takes a certain set of skills. Hiring managers will look for a candidate with these traits to find a Level 3 administrator who can really make an impact.

- Optimistic
- Shows initiative and anticipation of needs
- Active interest in the company's well-being
- Excellent communication skills
- Ability to be accessible and friendly

Qualifications

You can become a Level 3 administrator with strong and extensive administrative experience and by holding professional qualifications. It may also be helpful to hold an academic degree. However, a qualification in the following subjects may be particularly helpful:

- Business administration/business management
- Computing and information technology
- Human resource management
- Management
- Public administration.

Many Level 3 administrators often enter at Level 1 and work their way up with experience. Some employers may ask for a management qualification at Level 3. You don't usually need a postgraduate qualification to become a Level 3 administrator, but some candidates choose to do further study in a business-related field.



Global Skills Matrix

What to Expect

- Work is often office-based. The size and style of the office will depend on the organisation you work for. For example, you may have an office to yourself or share with a team in an open-plan office. Alternatively working from home has become more accepted due to Covid-19 and hot-desking may have become common for the times when people do go to the office.
- Jobs are available in towns and cities throughout most countries. There may also be opportunities with smaller businesses, perhaps sole-charge, in rural locations.
- In most posts, smart, professional dress is expected, particularly in customer-facing roles.
- The work can be challenging, as you're often responsible for meeting targets and deadlines and disciplining staff.
- You may travel between offices if you're working at split-site locations or other branch offices, or sometimes farther afield for training and conferences.

[Level 3 Role Profile](#)



Global Skills Matrix

Level 4

Responsibilities/Tasks

As a Level 4 administrator, you will be a leader in your own right and will be using all the skills used at Levels 1, 2 and 3.

New responsibilities include:

- Prepare and maintain company documents and reports
- Higher level management of in-box for manager(s) and self
- Review and gain approval for expense reports
- Support preparation of project documents, reports, brochures, and budgets
- Manage and coordinate employee recruitment, performance evaluation and termination processes
- Prepare and maintain office procedures
- Research and compile basic briefing documents
- Confidently analyse data
- Attend leadership meetings as part of the leadership team
- Conduct governance activities and meeting administration (e.g., AGM, Board Member onboarding), including preparation of agenda, papers, and minutes

Skills & Personal Qualities

1. Skills

- Integrity
- Writing (drafting letters and reports)
- Leadership
- Strategic thinking
- Critical thinking
- Complex analysis and evaluation
- Proactively supporting and driving the organisation's and executive's objectives, goals and KPIs
- Ability to work autonomously
- Stakeholder knowledge
- Project management knowledge
- Financial knowledge
- Business knowledge, including 'of the business'
- Governance legislation and meeting knowledge

2. Personal Qualities

- Knowledge of administrative and governance procedures
- Organised and good planning ability
- Good communication and interpersonal skills
- Accurate and detail orientated
- Time management and prioritisation
- Teamwork
- Leadership
- Computer proficiency
- High levels of cognitive flexibility; comfortable switching between strategic and operational thinking

Qualifications

A professional qualification may be required for some roles. Some employers may require an academic degree for a Level 4 administrator. In specialised industries, such as the legal and medical fields, employers often require specific training or experience.

What to Expect

Your work involves standard office hours during weekdays. You may have an option to work parttime. You are generally expected to meet deadlines and attend a lot of meetings. Your work is mainly office-based, but you may have to travel for some meetings. On occasion it may be necessary to work longer hours to accommodate lengthy meetings and to complete reports, such as the company annual report, for regulatory deadlines.

Employers

Level 4 administrators work in a range of different organisations in the private, public and not-for-profit sectors.

Work Experience

A Level 4 administrator usually requires some targeted on-the-job training to learn the more detailed aspects of their role within a specific industry.

[Level 4 Role Profile](#)



Global Skills Matrix

Level 5

Why are we including the Chief of Staff Role?

This is a very senior role. A Chief of Staff is the equivalent of a senior vice president in most companies. It is not a senior assistant role, although a few senior assistants have moved from a level 4 to a level 5 once they have received training in change management and people management.

We have included the role here because much like the rest of the profession, there is confusion in businesses as to what the role is. Many businesses are promoting senior assistants to this role because they are not sure how else to promote them.

Including this level seeks to clarify the difference between a Level 4 and a Chief of Staff.

Responsibilities/Tasks

Accordingly, the responsibilities are many and varied; the high-level responsibilities will include:

Management

- Large/complex project management skills
- Manage office of the CEO, including direct reports, co-ordinate and oversee team-based administrative support for CEO – seamless and orderly day-to-day operations, calendar and engagements
- Work closely with members of senior leadership teams to organise and align strategic priorities
- Work closely to manage communication and/or confidential matters for key stakeholders
- Lead recruitment processes for members of staff
- Organise and establish plans from ad hoc and inconsistent practices
- Perform analysis on results and use data to drive strategic direction
- Understand key priorities for the larger organisation and shape agenda accordingly
- Manage research and advance planning for the CEO

- Ensure that the processes designed to aid integration, such as board meetings, strategic planning, business reviews, executive council, events, etc., run smoothly

Communications

- Identify and manage priorities and critical issues that have public impact and require the attention of the CEO
- Serve as an 'early warning system' to signals from the environment, assess and, when appropriate, pass on to the CEO
- Develop and execute a consistent high-volume communication strategy from the Office of the CEO in partnership with senior management
- Oversee and refine Office of the CEO communication high-volume strategy with senior team leaders and the broader organisation
- Oversee event and travel planning to ensure integrated content and message management that takes full advantage of the opportunity
- Create drafts of speeches, letters, and other formal CEO communications, including collaborating with corporate resources to develop or refine strategic processes for such communications

Strategy

- Collaborate in strategic and business planning processes as they relate to or intersect with the Office of the CEO
- Complement the broader corporate strategic planning process, priorities and platform by ensuring connectivity with the CEO and executive leadership team agenda(s), priorities, action planning and messaging
- Push CEO agenda forward and track priorities, including saying no when appropriate
- Own or identify areas for special projects related to the CEO's needs
- Prepare CEO for speeches, press events, policy events, and general meetings
- Provide a second opinion on issues, playing 'devil's advocate'
- When necessary and appropriate, represent CEO or act on the CEO's behalf in meetings



Global Skills Matrix

and/or events internal and external to the corporation

- Attend all senior management and strategy meetings
- Communicate with the CEO on key priorities, decisions, and action items
- Manage email follow-up, correspondence, and process facilitation
- Ensure the CEO is working on the most important items for the company

Skills & Personal Qualities

As befits a senior role, this position usually requires a highly experienced and capable professional, and often with a consultancy or troubleshooting background. In addition, particular skills and qualities are a high priority:

1. Skills

- Broad understanding of all areas of business including change leadership, compliance and planning
- Advanced research, analysis and briefing
- Internally facing role maximising the efficiency and operations of the organisation and CEO
- Works with the CEO representing as required
- Strategic thinking, understanding, and knowledge
- Leadership and management expertise with organisational and strategic dexterity
- Sensitivities of cultural diversity and inclusion
- High level communication/interpersonal skills (esp. listening, tact, diplomacy, negotiation, problem solving, emotional intelligence, judgement, decision making) across all levels of the organisation
- High performing team building/relationship skills
- Large/complex project management skills

2. Personal Qualities

- Conscientious and reliable
- Able to work under pressure with tight, often shifting, deadlines
- Executive presence and personal impact, demonstrating comfort speaking internally or externally on behalf of the CEO
- Flexible when required, handle change and ambiguity with positivity
- Self-confident and credible
- Extremely trustworthy with the ability to handle confidential matters and sensitive information or situations with discretion
- Proactive and decisive
- High levels of cognitive flexibility; comfortable switching between strategic and operational thinking

[Level 5 Role Profile](#)



Global Skills Matrix

The Global Skills Matrix (GSM) does not focus on job titles or job descriptions, as many organisations already have their own internal frameworks and sector specific duties for their administrators. Nor does it include recommendations for remuneration because this will vary dependent on geography and sector. However, it does form a basis for much needed discussion on all of these areas within individual organisations.

This GSM is a living document and should be modified, added to or adjusted as required both to fit your organisation and as the profession changes.

It is assumed that each higher level includes the skills of the previous level(s). For example, the Level 3 skills are in addition to those in L1 & 2.

1 ▶ Entry Level	2 ▶ Transactional	3 ▶ Transactional + Strategic	4 ▶ Strategic	5 ▶ Chief of Staff
<i>Reactive first role or returner</i>	<i>Reactive</i>	<i>Reactive -> Proactive</i>	<i>Fully Proactive</i>	<i>Leader</i>
<ul style="list-style-type: none"> Communication skills - written, on the phone, & face to face Technology - knowledge of office software e.g. Microsoft Office or Google equivalent Basic social media Organisational & planning skills Attention to detail & accuracy Information collection & management Customer service orientation Adaptability & flexibility Teamwork Discretion, confidentiality & integrity Emotional intelligence Problem solving Self-motivated 	<ul style="list-style-type: none"> Knowledge of administrative procedures and processes Strong communication skills Knowledge of principles & practices of basic office management Time management, prioritising Decision making Ethical awareness Cultural awareness 	<ul style="list-style-type: none"> Diplomacy & negotiation Higher level communication skills Foresight, anticipation, & initiative People management Digital fluency across a wide range of platforms Design skills Data analysis Project / event management Mentor / Coach Understanding of the organisation's & executive(s)'s objectives, goals, & KPIs Resilience & stress tolerance Delegation Office co-ordination/ management e.g. budgeting, parking, vehicles & maintenance 	<ul style="list-style-type: none"> Usually board level / C-Suite Strategic planning Critical thinking Complex problem solving Complex analysis & evaluation Leadership Leading projects Ability to work autonomously Understanding of all key business areas ie: risk management, business finance, marketing, HR, customer management, governance Sector specific specialism or technical knowledge Proactively supporting & driving the organisation's & the executive(s)'s objectives, goals, & KPIs 	<ul style="list-style-type: none"> Broad understanding of all areas of the business Internal facing role maximising the efficiency & operations of the organisation & CEO Works with the CEO representing as required Advanced research, analysis & briefing Strategic thinking, understanding, & knowledge Leadership & management expertise with organisational & strategic dexterity Sensitivity of cultural diversity & inclusion High level communication & interpersonal skills (esp. listening, tact, diplomacy, negotiation, problem solving, emotional intelligence, judgement, decision making) across all levels of the organisation High performing team building & relationship skills Large/complex project management skills



Tasks Matrix

The Global Skills Matrix should be used in conjunction with this Tasks Matrix. It should be noted that this is not an exhaustive list of tasks. It is purely a guide to provide a basis for discussion when creating job descriptions and career plans.

It is assumed that each higher level includes the tasks of the previous level(s). So, for example, the tasks listed in Level 3 are in addition to those in Levels 1 & 2.

1 ▶	2 ▶	3 ▶	4 ▶	5 ▶
Entry Level	Transactional	Transactional + Strategic	Strategic	Chief of Staff
<i>Reactive first role or returner</i>	<i>Reactive</i>	<i>Reactive -> Proactive</i>	<i>Fully Proactive</i>	<i>Leader</i>
<ul style="list-style-type: none"> ▪ Answering the phone, taking messages, & redirecting calls to appropriate colleagues ▪ Filing ▪ Data entry ▪ Creating spreadsheets ▪ Creating / updating presentations ▪ Producing text documents ▪ Covering reception ▪ Processing & directing mail & incoming packages or deliveries ▪ Prepare outgoing mail ▪ Monitoring stocks of office supplies (toner, stationary etc) & reporting shortages ▪ Assisting with copying, collecting & distributing office paperwork ▪ Booking meeting rooms & managing small events 	<ul style="list-style-type: none"> ▪ Calendar management ▪ Travel arranging ▪ Email triage ▪ Organises meetings ▪ Expenses ▪ Minute taking ▪ Preparing documents for meetings & business trips ▪ Sets up conference calls / virtual meetings ▪ Schedules own priorities ▪ Works with realistic time estimates ▪ Can juggle multiple tasks ▪ Project assistance ▪ Operational assistance ▪ May support teams or office functions i.e. HR, finance, sales 	<ul style="list-style-type: none"> ▪ Organise events / meetings / conferences ▪ Finds ways to improve personal administrative processes ▪ Assists project teams in timely completion ▪ Answers basic emails on behalf of principal ▪ Manages & maintains basic budgets ▪ Manages a small team of transactional administrators ▪ Mentors / coaches more junior administrators ▪ Maintains & updates administrative & HR databases, records, correspondence ▪ Supports HR functions ▪ Manages multiple managers effectively ▪ Presents at meetings ▪ Implements or maintains a disaster recovery plan ▪ Prepares systems to track workflow & responsibilities ▪ Responsible for meeting administration incl. preparation of agenda, papers & minutes ▪ Confidently participates in online meetings/ video calls ▪ Researches & recommends suppliers ▪ Formatting & proof reading ▪ Awareness of staff morale 	<ul style="list-style-type: none"> ▪ Oversees & supervises all administrative functions incl. training recommendations, identifying frustrations, & implementing improvements in processes ▪ Attends leadership meetings as part of the leadership team to support principal ▪ Prepares & maintains company documents & reports ▪ Answers complex emails on behalf of principal ▪ Reviews & approves expense reports ▪ Leads projects ▪ Takes the lead in preparation of project documents, reports, brochures & budgets ▪ Manages & coordinates processes for employee recruitment, performance evaluation & termination ▪ Prepares & maintains office procedures ▪ Manages & maintains budgets ▪ Responsible for governance meeting administration including preparation of agenda, papers & minutes ▪ Researches & compiles basic briefing documents ▪ Confidently analyses data 	<ul style="list-style-type: none"> ▪ Manage office of CEO incl. direct reports ▪ Takes meetings & represents on behalf of CEO ▪ Acts as communication arm for CEO with staff & stakeholders ▪ Takes over projects the CEO is too busy to do ▪ Works with CEO's direct reports to ensure projects are delivered on time ▪ Able to challenge ideas, offer a different perspective & skills, & asks the right questions ▪ Prioritises for the CEO, to ensure they're working on the most important items ▪ Helps complete priority items for the CEO, senior management, & across the team ▪ Keeps the CEO accountable for commitments ▪ Keeps the CEO accessible & open to new ideas, proposals, & practises ▪ Leadership of strategic initiatives ▪ Researches new revenue streams / projects ▪ Researches & creates complex briefing documents e.g. strategic direction & advanced planning, speeches, events, & meetings ▪ Manages rhythm / integration of the business e.g. reoccurring leadership meetings ▪ Monitor employee satisfaction & explore frustrations ▪ Recruit & hires for high level positions & to ensure succession planning



Global Skills Matrix

Overview of common position titles for each level and the key differences between the levels

Competence Level	Common Position Titles Include	Key Differences
Level 1 Entry	<ul style="list-style-type: none"> • Administrative Assistant • Administrative Officer • Administrative Co-ordinator • Secretarial roles (basic) • Receptionist (often seen as a general administrator) • Sole-charge Administrator/Office Manager • Business Support 	<p>This covers any role involving general administrative duties for a minimum of 50% of the hours worked and provided by a team or individual to an area of the business, but not exclusively on a one-to-one basis with a nominated executive.</p>
Level 2 Transactional	<ul style="list-style-type: none"> • Executive Assistant • Personal Assistant • Virtual Assistant • Office Manager (sole charge in small to medium businesses) • Other one-to-one support roles e.g. some Business Support roles • Some lesser responsibility Secretarial¹ roles Often seen as an “Assistant”, e.g. Team Assistant 	<p>Any role that has a primary focus on providing business support on an individual basis (i.e. one-to-one). In some cases, this may be concurrently to more than one executive, however the nature of the work is still of a one-to-one nature.</p> <p>Knowledge is developing depth, duties become more self-directed and widen.</p>
Level 3 Transactional to Strategic	<ul style="list-style-type: none"> • Executive Assistant • Personal Assistant • Office Manager (some staff management) • Office Supervisor • Operations Manager • some higher responsibility Secretarial roles • Management Assistant 	<p>Any administrative role where management/supervision of staff is a key component of the role, on top of any administrative duties. This staff involvement incorporates supervision, mentoring, and delegation.</p> <p>This difference should be recognised in the formal description of duties and responsibilities to differentiate it from informal staff supervision, i.e. staff management duties should be clearly identified for the role.</p>

¹Secretary is not commonly used throughout the world; however, it is still commonly used in much of Asia and in some specific roles in some countries, consequently it is important to be listed here.



Global Skills Matrix

Competence Level	Common Position Tiles Include	Key Differences
Level 4 Strategic	<ul style="list-style-type: none"> • Often seen as an Administrative Specialist, higher responsibilities. Administrative specialist roles often have additional responsibilities, e.g. managing events, projects, and governance documentation: • Administration Manager • Executive Assistant to (e.g.: CEO / Board / General Counsel, etc.) • Project Administrator • Project Co-ordinator • Secretary (e.g. Board Secretary) • Business Partner (e.g. Executive Business Partner) 	<p>Any administrative role where a minimum of 50% of the hours worked are sector-specific or involve specialist or technical knowledge. This includes project work, legal, educational, medical, and governance, etc</p>
Level 5 Chief of Staff	<ul style="list-style-type: none"> • Chief of Staff 	<p>The Chief of Staff (CoS) generally works behind the scenes to solve CEO organizational problems, spearhead new projects, and maximize the CEO's time and focus. This individual works directly with the CEO's direct reports, resolving conflicts and issues as they arise.</p> <p>Often, they act as confidante and advisor to the chief executive, serving as a sounding board for ideas. The private sector role especially requires the proactive identification of issues that could impact the successful execution of the CEO's commitments and responsibilities, which include conducting Board meetings and a heavy reliance on frequent travel.</p> <p>The CoS makes the CEO aware of and brings their focus and attention to challenging issues, providing a framework and positioning of innovative ideas, to help resolve recurring problems and mitigate risk.</p>



WORLD ADMINISTRATORS
ALLIANCE

Global Skills Matrix

For more details and tools to help you to fully utilise the Global Skills Matrix please visit

<https://www.globalskillsmatrix.com/>