



Global Skills Matrix

Dear HR Colleague,

We hope you will find our global skills framework useful to you as an HR department. We hope it can increase clarity around performance expectations and establish a clear link between individual and organisational performance for the administrative roles in your organisation. When implementing this framework, care needs to be taken to balance detail with flexibility and avoid an overly prescriptive and non-inclusive approach. We highly recommend a two-pronged approach that includes both the administrative staff and their supervisors in order to achieve full value.

More recently, however, there's been growing awareness that job performance requires a mix of behaviour, attitude and skill, and the terms are now more often used interchangeably.

This framework will also help you unpack the behaviour behind competent performance, such as Critical thinking or Complex problem solving, and describes what people bring to the job.

The Global Skills Matrix can be useful to support talent strategy and guide HR department activities in areas such as recruitment, talent development and performance management. However, this will only be successful in supporting decision-making if they accurately reflect the needs of both the organisation and administrative roles in terms of skills, experience, and behaviours.

HR Departments can adopt this skills framework to achieve the following goals:

- Enable consistency across job adverts for admin roles and accuracy in attracting the right candidates.
- Provide greater ability to assess and hire the right candidate by embedding accurate requirements in interview questionnaires and rubrics.
- Aid fair performance appraisal and related reward packages based on the level.
- Increased employee effectiveness due to clarity of role expectations and results for both the admin role holders and their supervisors.
- Greater organisational understanding of the admin role and different levels of capability required.
- Better analysis of training needs by the learning and development team.
- Better career management and succession planning for admin roles.

When contextualising this, it should therefore take account of job and person specifications and an organisation's medium and long-term needs for talent and reflect the organisational ethos and values.

Communicating the Skills Matrix purpose is essential so that managers and administrative professionals in your organisation have a shared organisation-wide understanding and can implement it effectively when making hiring decisions, assessing performance, or building succession plans. The Matrix should be a starting point to define shared expectations of skills, behaviours, and performance, but applied flexibly depending on the context of the organisation and individual staff's development levels and aspirations.

The Global Skills Matrix will be periodically reviewed and informed by future-focused workforce planning to assess the nature and requirements of future changes in administrative roles to reflect the changing nature of jobs and remain open to diverse career paths.

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