

A photograph of three business professionals in an office setting. A man with glasses and a beard, wearing a blue shirt and tie, is leaning over a laptop. Two women, one with short blonde hair and one with dark curly hair, are also looking at the laptop and smiling. The scene is brightly lit, suggesting a modern office environment. A large blue diagonal graphic element is overlaid on the left side of the image, containing the title text.

# Global Skills Matrix

The globally recognised career framework  
for administrative professionals

## What is the World Administrators Alliance?

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.

It was recognised by representatives of 29 countries that there was a clear need to provide a career progression model for the world's administrators as a key component to professionalising the role. After three years of research into position titles, tasks, and perceptions, the International Position Titles Team presented their report containing the results from a worldwide survey that received over 3,000 responses.

## 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.



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 administrators.

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



Champion the role as a **career and not just a job**

Drive discussion on **career pathways, performance and salary expectations**

Structure skills training for **personal development and adding organisational value**

Support **recruitment and role profiling** by identifying skills needed at each level

Accelerate development of **internationally recognised qualifications** and certification within the training community

## A Word about Job Descriptions

One of the biggest factors causing ambiguity and confusion about the role of the administrator is a poor job description. Far too often, job descriptions written for administrators fail to fully grasp the complexities of the roles and the numerous ways in which the administrator supports their executive / principal.

In many cases, existing job descriptions are completely out of date, describing little more than the simplest routine, everyday tasks that have been performed by administrators for decades. Inaccurate job descriptions often contribute to a lack of understanding of the depth of the administrators role, which in turn leads to undervaluing the administrator in the organization, ill-advised rationalisation or outsourcing of the administrator role in some organisations and a general failure to make the most of the potential of the administrator.

The Global Skills Matrix (GSM) ties into performance. Key Performance Indicators (KPIs) and goals for administrators are an essential factor. Every administrator will have their own journey and must feel they can attain excellence at their level, we want to encourage this. Our aim is to create a world-class administrative function which underpins the stakeholder goals and KPIs for each business.

Administrators are valuable within the workplace. Their value can be so much greater with the right approach, the correct training and education, the right frameworks and ways of working, and with a better understanding of how they can partner with their executives.

Helen Monument  
Chair  
World Administrators Alliance





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



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