



WORLD ADMINISTRATORS

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ALLIANCE

# The Global Skills Matrix

21 March 2024

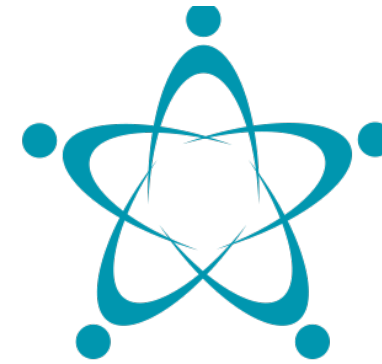


# WORLD ADMINISTRATORS --- ALLIANCE

GUIDE | DEVELOP | INFLUENCE | ELEVATE

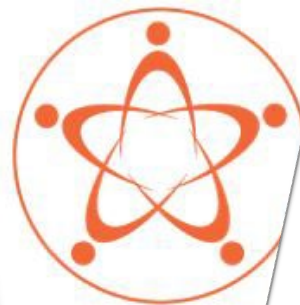
Building a global community to enable Administrative Professionals the world over to speak with one voice

[www.wa-alliance.com](http://www.wa-alliance.com)



# WORLD ADMINISTRATORS --- SUMMIT

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# The WA-Alliance Council

Chair: Helen Monument (NL)

Secretary: Leanne Fisher (Australia)

Finance Officer: Ursula Wartha (Germany)

Communications Officer: Barrett Shaw (USA)

Partnership Officer: Christine Stewart (Australia)

Dep. Partnership Officer: Shirwyn Weber (UK)

Technology Officer: Juanita Mort (USA)

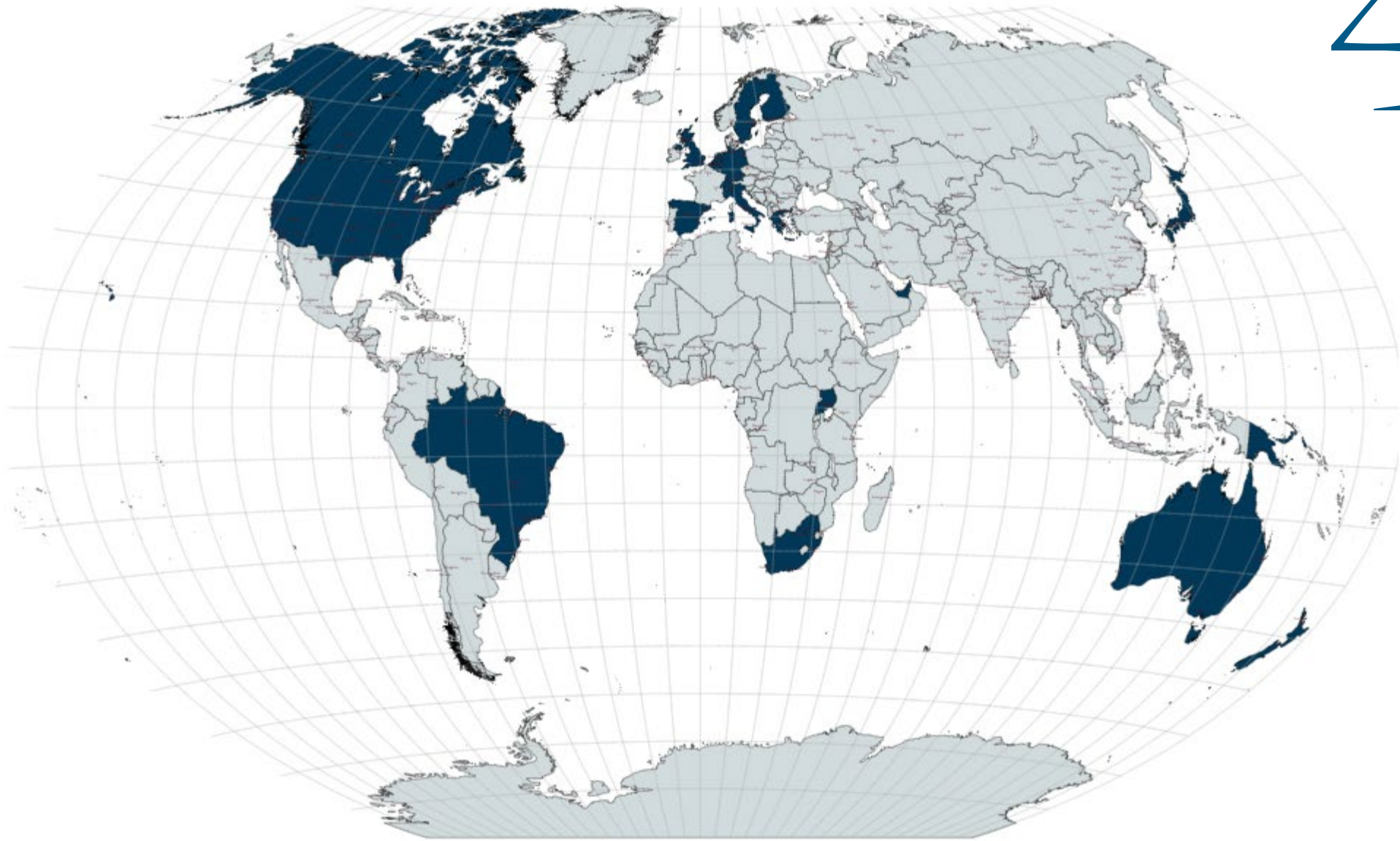
Membership Officer: Debra Chafe (Canada)

Regional Liaison Officer, Caribbean: Charon Maxime (T&T)



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WA-Alliance Council



40 Members

25 Countries



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# 2024 Strategic Plan – The Way Forward

- ❖ Establish the WA-Alliance as a recognized voice for the profession
- ❖ Promote the outcomes from the WA-Summit
- ❖ Grow Membership
- ❖ Increase Partnerships through showcase events
- ❖ Introduction sessions for small groups of prospective Association Members
- ❖ Members Forum Events
- ❖ Stakeholder Round Table Events
- ❖ Expand the Ambassador Network
- ❖ Increase regional liaison activities to new regions not yet represented (eg: Far East, Asia)
- ❖ Promote the Global Skills Matrix V2.0
- ❖ Redesign and promote the updated Administra document
- ❖ Liaise with educators on improving the perception of the role to the younger generations

GUIDE



DEVELOP



INFLUENCE



ELEVATE

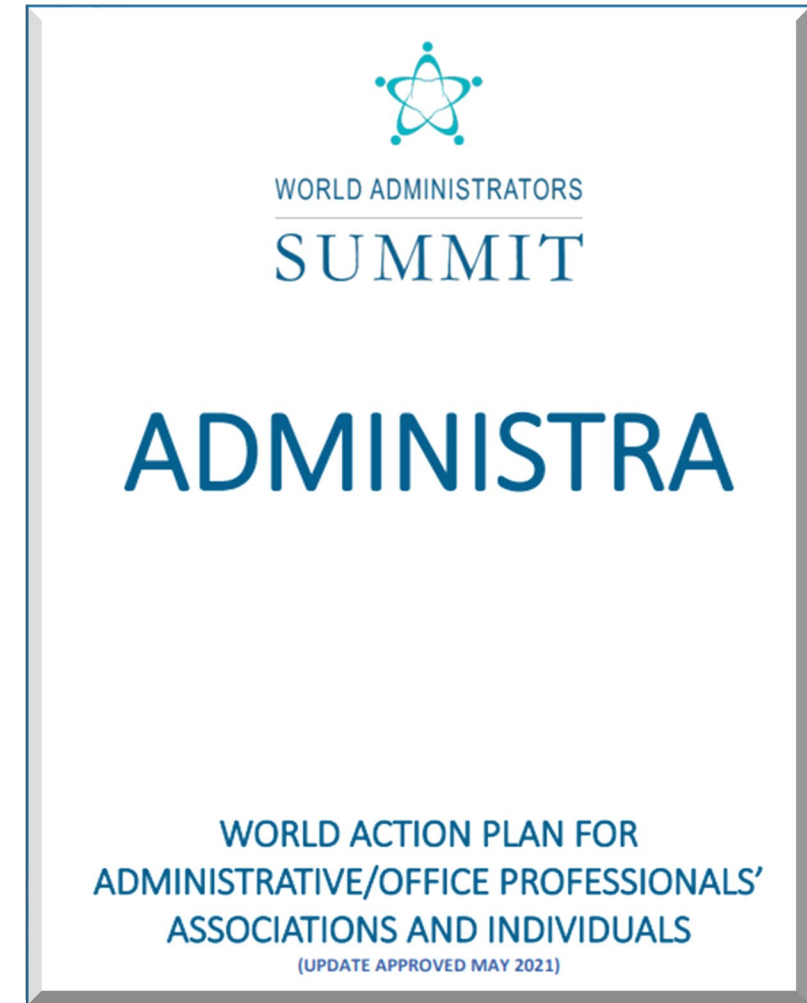


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# WA-Summit Papers & Reports

- Administra – The World Action Plan
- International Position Titles Report (2018)
- International Credentialing Report (2018)
- International Networking Report (2018)
- Identity and Image of Administrative Professionals (2021)
- Harassment in the Workplace (2021)
- Skills Set Matrix Report (2021)



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# **International & European Association Awards 2022**

**WINNER**

**Best Education or Professional Development Offering**



**The Global Skills Matrix**  
**World Administrators Alliance**





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# Global Skills Matrix

The globally recognised, **award-winning** career framework for administrative professionals



# Introductions



**Helen Monument**

Chair

World Administrators Alliance



**Vicki Faint**

Global Skills Matrix  
Task Force Leader



**Lucy Brazier OBE**

CEO Marcham Publishing  
Publishers of Executive Support Magazine



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# The Global Skills Matrix

+9735

Downloads

+10

Articles

1

website

113

Countries

+57

Free Webinars

7

Languages



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# Why do we need the Global Skills Matrix

## Now more than ever? 2018 v 2023

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~~ 130  
different job titles

~~58%~~ 64%  
of administrators felt underutilised

~~73%~~ 75%  
felt their organisation didn't understand the role or potential impact of using them properly

~~60%~~ 66%  
felt there was little or no opportunity for career progression within their organisation



# 2023 Survey - GSM Specific Questions

<b>I have heard about the Global Skills Matrix</b>	<b>70%</b>
<b>I feel the Global Skills Matrix reflects my current role</b>	<b>63%</b>





# Next Steps

- Analysis & comparison of skills and tasks – what has changed?
- Create GSM Report V2.0
- Update Skills and Tasks Matrix
- Update resources & role profiles
- Create communication plan for launch of V2.0
- Recruit extra Task Force Members





# The Opportunity





# Purpose

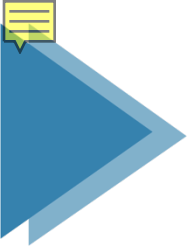
Champion the role as a **career and not just a job**

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

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

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

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



# The benefits of the Global Skills Matrix




- Professionalises & increases role value
- Viable & structured career choice
- Framework to change job, locally or globally
- Paves the way for specific & internationally recognised credentialing
- Useful for HR, principals, & administrators for:
  - career pathways
  - performance & salary expectations
  - growth & development opportunities
- Clarify requirements when:
  - hiring administrators
  - administrators advancing through levels
- Scope to maximize the performance and utilization of administrative professionals



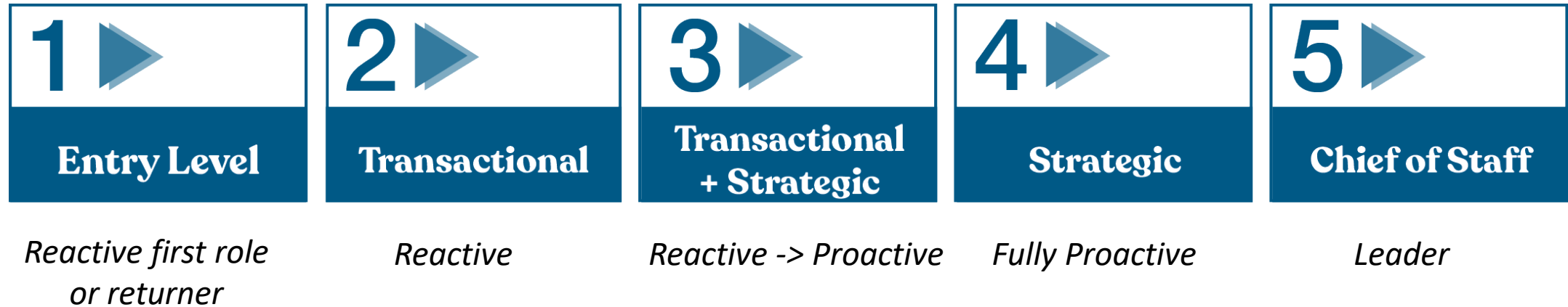
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# A word about Role Profiles

- Poor job descriptions a big factor in role ambiguity & confusion
  - Fail to fully grasp the complexities and numerous ways the role supports the executive
  - Generally completely out-of-date
  - Inaccuracies > lack of understanding
- 
- A blue arrow graphic pointing to the right, located between the list of bullet points and the main title on the right side of the slide.

**Undervaluing the  
administrator in  
the organisation**

# Global Skills Matrix - Levels



# Skills



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 -&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



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 -&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>



## Skills

- 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
- Languages

## Tasks

- 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

## Skills

- Knowledge of administrative procedures & processes
- Strong communication skills
- Knowledge of principles & practices of basic office management
- Time management, prioritising
- Decision making
- Ethical awareness
- Cultural awareness

## Tasks

- 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

## Skills

- 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

## Tasks

- 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 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

## Skills

- 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 i.e.: 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

## Tasks

- 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
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- 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



# Skills

- 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

- Manage office of CEO incl. direct reports
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- 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, & practices
- 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

# Sarah Richson

‘It ties into performance – KPIs and goals for assistants. We want to encourage excellence at each level.

Every assistant will have their own journey and should feel they can attain excellence at their level.

This ties into creating a world-class administrative function which underpins what the stakeholder goals and KPIs are for each business.’

Sarah Richson



# Global Skills Matrix Endorsements



## THE EXCEPTIONAL PA/EA/ ADMINISTRATIVE TRAINING PROGRAMME

Each session is tailored to the delegates' requirements and groups are always small to ensure enough personal attention. We ensure attendees go back to work with techniques that will really enhance their working practice and working relationships.

**This course is ideal for new or experienced Assistants; Global Skills Matrix levels 1-4.**



**LOOKING TO UPSKILL  
YOUR ADMINISTRATIVE TEAM?**

**The Global Skills Matrix© from  
World Administrators Alliance and  
supplement from Executive Support  
Magazine are free resources to help identify  
administrative work levels and career paths.**

**Need to hire an Administrative Assistant?  
Robert Half can help!**

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The World Administrators Alliance, author and owner of the Global Skills Matrix, gave its consent to promote this work. Executive Support Magazine also provided consent to promote its supplement to the Global Skills Matrix from the World Administrators Alliance.



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# Feedback

The Matrix showed me the importance of being able to explain the value of my role.

I shared the GSM in a job interview, they'd never heard of it, but were so impressed, I got hired on the spot.

I shared the GSM with my Executive; she had no idea of the depth & breadth of my role – I got a raise!

I am currently updating our administrative function family so that it aligns with the Global Skills Matrix and the support that we currently need.

The Matrix has shown that if our Assistants can save just one hour a day of our junior managers' time – it will save the company \$88,600 per week.





# Top 10 skills of 2023



1.  Analytical thinking	6.  Technological literacy
2.  Creative thinking	7.  Dependability and attention to detail
3.  Resilience, flexibility and agility	8.  Empathy and active listening
4.  Motivation and self-awareness	9.  Leadership and social influence
5.  Curiosity and lifelong learning	10.  Quality control

## Type of skill

 Cognitive skills    Self-efficacy    Management skills    Technology skills    Working with others

Source  
World Economic Forum, Future of Jobs Report 2023.





Note  
The skills judged to be of greatest importance to workers at the time of the survey



# Top 10 skills of 2023

## Compared with The Global Skills Matrix



1.  Analytical thinking	Levels 4 & 5	6.  Technological literacy	
2.  Creative thinking	Levels 4 & 5	7.  Dependability and attention to detail	
3.  Resilience, flexibility and agility		8.  Empathy and active listening	
4.  Motivation and self-awareness		9.  Leadership and social influence	Levels 4 & 5
5.  Curiosity and lifelong learning		10.  Quality control	

### Type of skill

 Cognitive skills    Self-efficacy    Management skills    Technology skills    Working with others

### Source

World Economic Forum, Future of Jobs Report 2023.

### Note

The skills judged to be of greatest importance to workers at the time of the survey

**We need your buy in**

**#OneProfessionOneVoice**



They will fall into three categories

The Believers

The Haters

The Sceptics



# Clear core messages and guidelines



If the core messages  
aren't consistent,  
we lose the power



# Next Steps – Download Our Free Resources

 Full Report

## The Global Skills Matrix

  
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### Global Skills Matrix

FULL REPORT



Delivered from 21 countries at the 2019 IAP  
VIR Summit in Frankfurt, Germany

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 Key Findings

## Executive Summary

  
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### Global Skills Matrix



The globally recognised career framework  
for administrative professionals


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# Call to Action

- Talk about it
- Share it
- Workshop it
- Own it

## #GlobalSkillsMatrix





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**Take Action!**

Subscribe to the WA-Alliance monthly newsletter at  
<https://wa-summit.com/#subscribe-form>

Follow our LinkedIn company page for weekly updates: [www.linkedin.com/company/wa-alliance](http://www.linkedin.com/company/wa-alliance)

Download all the documents on the Global Skills Matrix at [www.globalskillsmatrix.com](http://www.globalskillsmatrix.com)

Contact [secretary@wa-alliance.com](mailto:secretary@wa-alliance.com) with any questions

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[chair@wa-alliance.com](mailto:chair@wa-alliance.com)



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