

USAID/MSI-Iraq
Tarabot Project/CSR Program
Human Resources Management Unit
Training and Development

Effective Administration Skills For The Training Centers The Ministries And Governorates In Iraq

Trainers` Guideline

Baghdad, Iraq
June, 2012

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Introduction

The Tarabot Project/CSR Program has developed these Effective Administrative Skills Guidelines (Participant`s Guideline and Trainer`s Guideline) for the Training Center (TC) of the Ministries and Governorates in Iraq to provide them with a practical training tool and techniques for the Trainers in the TC to enable them to train the administrator staff in the ministries and governorates in Iraq to improve employee administration skills and performance to produce effective and efficient administrative works in their organizations and assist their management in improving the overall organization performance and productivity.

Failure in producing an effective and efficient administration in government organizations could mean that bad organization performance. In most countries the quality of service delivery competitors are getting tougher every day, intensifying the challenge faced by governments.

Developing strong administration skills can have a positive effect on every aspect of government work. Some people are naturally more organized than others, anyone can improve upon the skills that they already have with sound strategies and techniques.

All government organizations in various countries face challenges, and, in some cases, a struggle for effective and efficient performance and competition with other private companies in delivering important services, as well as with a growing number of service options around the world, and budgeting constraints to attract and retain people and resources.

The continued development of government quality service delivery across Iraq depends on how effectively civil servant functions and meets their obligations. Administrators as a civil servant are responsible clearly to performing a hard work, skills of administration, organization, and vision on the part of leadership as a critical role to the success of the organization.

This trainer`s guideline and its training course will introduce you to new and basic administration skills that will help increase your performance and the support you offer your team, department and manager.

The practical assignments in this guideline and in training will learn the participants what is the administration, and their job duties and allow them to practice effectively skills needed to achieving job results and producing quality services and finally participants will communicate with each other properly and enjoy training course.

This practical and stimulating course provides participants in details with the understanding, ideas and techniques they need to be successful. They will have the opportunity to address their real abilities to performing their job duties effectively and efficiently.

Effective Administration Skills **Training Course**

Overview:

Administration roles today require a variety of skills to help develop and build relations with internal staff and external partners and stakeholders. In a highly competitive environment, these communication skills are really important as well as 'technical' skills. Promotion of professional staff is often, at least in part, affected by the people skills of the individual.

About the Program:

Successful administrators often require many of the same skills as senior staff in an organization. They are often the person in charge of the organization's correspondence. They are very often the first point of contact for visitors. Therefore they must display a highly professional image at all times.

The role of being a professional administrator requires: excellent office skills, organization, coordination and time management and other admin skills including filing, preparing for meetings, dealing with people, both on the telephone and face-to-face, exceptional interpersonal abilities, and first class business writing and communication skills.

Who Should Attend?

Staff who are working in administrative position, and new managers who are wish to improve their admin skills, or those who are about to be appointed to such a position.

Course Objectives:

- To understand the importance of effective administration skills within an organization
- To enhance your communication and interpersonal skills
- To manage your time efficiently and be able to think proactively
- How to be assertive and build a good rapport with your boss
- To develop the skills needed to be a professional secretary
- To learn how to set up and manage effective filing systems
- To learn how to manage petty cash systems
- To understand how to manage stock and stationery supplies
- To enhance telephone skills and learn what to say, and what not to say

Duration:

3 Days: 3 Sessions / Day / 9 Sessions - 2 HRs / Session

Training Methodology & Approaches:

The Program will be interactive and practical; with learning methods to suit every kind of learning preference. There will be activities in groups and pairs as well as individual exercises and everyone will get an opportunity to discuss their work challenges in a supportive environment. There will also be opportunity to practice assertive communication skills through role play and to present a presentation towards the end of the week.

Before the course each delegate will be asked to complete a Pre-Course Briefing Form to determine their individual objectives for attending the course. These objectives will be used by the Tutor to give on-target training that is focused on the individual delegates.

At the end of the course each delegate will be asked to complete a Personal Development Plan that can be used as part of future appraisals and that will also be an important tool for management reference.

Course Outline:

- I. Maximizing and multiplying your value to your organization
 - Your role and responsibilities in the company
 - Identify the skills and qualities you need to develop
 - Become more confident in making sound decisions

- II. Contributing to your team/departments success
 - Defining your own and your teams objectives
 - Understanding your team, and working with their strengths and weaknesses
 - Building strong relationships with your manager and team

- III. Communication skills
 - Understanding the challenges of effective communication
 - Effective questioning and listening skills
 - Understanding your communication style
 - Using virtual communication tools

- IV. Effective Coordination Skills
Developing of Join Plans and Sharing Information

- V. Managing your time
 - Planning your day – setting realistic deadlines

- Meeting the needs and demands of more than one person
- Identifying and avoiding 'time-wasters'

VI. Meeting Management

Managing Your Key Result Areas & Tasks

VII. Problem Solving;

Behaviors and what did you try to do

VIII. Filing Systems

- Why should organizations have a good filing system
- Important things to know about filing
- How to set up a filing system

IX. Official Correspondence;

Help to Develop Self-Correspondence Skills

Training Outcomes:

By the end of this training course participants will be able to do the following:

- Practical skills and knowledge to improve the overall administration within your office, or organization
- Explain a clear understanding of what makes a good secretary or administrator
- Prove ability to plan and prioritize time and activities
- Effective communication skills to deal successfully with colleagues and clients
- Gain insight into the responsibilities of administrators
- Discuss Value your role in your organization and experience greater job satisfaction
- Analyses planning and organizing skills to achieve tasks
- Develop office procedures for efficiency and effectiveness
- Develop office procedures, critical thinking abilities
- Develop communication skills for greater efficiency and effectiveness

Agenda

DAY ONE

- Your Secretarial & Administrative Role Responsibilities; Skills and Qualities (JDs)
- Developing A Professional Skills
What is Administration; Timekeeping & Punctuality and Introduction To Office Ethics
- Organizational Skills; Planning & Prioritizing
- Communication Skills
The Impact of Body Language, Words, & Tone of Voice; Active Listening & Questioning For Clarity and How To Improve Written Business Communication
- 'Do's & 'Do Not's Of Administrative Work
- Tips to Manage Your Time and Improved Productivity

DAY TWO

- Meeting Management and Managing Your Key Result Areas & Tasks
- Effective Filing Systems
Different Methods Of Filing & How To Ensure The Effectiveness Of Your Filing Systems
- Effective Coordination Skills; Developing of Join Plans and Sharing Information

DAY THREE

- Problem Solving; Behaviors and what did you try to do
- Official Correspondence; Help to Develop Self-Correspondence Skills.
- Course Evaluation

LEARNING OUTCOMES

At the end of each of this training course participants should be able to:

- Explain the need and purposes for each subject they will learn
- Identify relevant participants
- Explain ways to ensure effective application for each subject they will learn
- Prepare an action plan for effective implementation of each subject they will learn
- Set up a date, time and venue for post training follow up meeting for evaluation
- Suggest the objectives and agenda for post training evaluation for improvement
- Confirm Cover the topics and the agenda of each training session
- Encourage participation of colleagues in effective administration skills training
- Identify problems and explain contingency plans
- Record the comments during the training for training evaluation

Effective Administration Skills

Training Course Details

Trainers/Facilitators:

Training Center Trainers/Facilitator: This three-day workshop presumes that participants have a good understanding of basic administration duties and facilitators or trainers will use the principles of adult learning concepts, practical training methods and achieving a successful learning sequence.

Methodology:

Participants are guided through practical steps of the topic with a combination of presentations, open questions and working group discussions.

Visual Aids:

This course will cover some basic kinds of visual aids; data show, flip chart, white board & color markers

Materials:

This course will use the developed participants ` guideline and trainer ` guideline

Training Workshop Approaches:

1. Preparing to Learn

To begin, participants will explore what they want out of this training workshop.

2. Understanding Learning

Next, participants will talk about the role of the facilitator in this course, and the top skills that the administrator needs.

3. Competencies for Effective Administrator

This training course will give participants a profile of the gaps between where they are now and where they need to be in order to perform their role efficiently.

4. Training Preparation and Presentations

The bulk of the third day will be spent preparing, presenting, and evaluating team training sessions. During this practical course, participants will learn in practices how to communicate, coordinate, solving a problem, manage time and organization skills effectively.

5. Workshop Wrap-Up

At the end of the day, students will have an opportunity to ask questions and fill out an action plan.

Training Course Stages:

Trainer Presentation: Introduction and Workshop Objectives, Methods and Approaches, Activities and Outcomes

Open Discussion: Participants Expectations, Background and Qualifications

Working Groups: The role and duties of the Office Administrator

Questions & Answers

Working Groups:

- Workshop participants are divided into 4 groups
- These groups will continue to work together in the 3 days duration of training
- All groups will be responsible for the implementation of same activities
- Each group will work to producing the following activities:
 - Write a list for the administrator duties
 - Analyze each of the administrator duties into specific functions
 - Identify and write down a list of administrator job skills
 - Prepare an action plan to implementing each of these duties
 - Presents to the participants its action plan
 - Feedback and comments for improving or adopting on each action plan

Sessions Details:

Session #1:

- What is Meant By the Terms of Management and Administration
- Which Feature in each of Administration and Management Title
- How to Do Your Job?
- The Essential Administration Skills
- Basic and Common Office Ethics

Session #2:

Effective Organization Skills;

- Plan and Prioritize; how to prioritize
- How to Improve Organizational Skills
- Steps for Effective Organization
- Tips for Effective Organizational Skills

Session #3:

How to Communicate Effectively?

- The essential framework which supports all other management skills;
- Explains how people communicate
- What you need to do to connect better with others.

Complete this one first; it includes:

Five Questions you need to consider to make sure you are on the right track:

1. How Do We Communicate?
2. What Makes a Good Communicator?
3. What are the Best Methods to Communicate in the Workplace?
4. How can you Overcome Barriers to Communication in the Workplace?
5. How Can You Handle Challenging Communication Situations?

Five Tools which give you a step by step process to follow on the path to being a really effective communicator, focusing on:

1. Your Body Language
2. Your Tone of Voice
3. Your Words
4. Active Listening
5. Asking Good Questions

Trainer presents tips for effective communication skills after group presentations and practices

Session #4:

Effective Time Management:

- How to Manage Your Time and Wellbeing
- The third in the series of how to manage your time and
- Will show you how to control your time - so it does not control you.
- Do this and you will win the respect of your team.
- Long term planning is also covered.

Five Questions you need to consider about how to manage time:

1. Are you in a Time Trap?
2. What is your approach to time?
3. Do you have clear goals?
4. When are you most productive?

5. How is your work/life balance?

Five Tools which give you a step by step process to follow.

They Cover How To:

1. Analyze where your time goes
2. Set priorities
3. Plan your time
4. Tackle your time wasters
5. Tackle external time wasters

Session #5:

Effective Coordination Skills

1. Defining Coordination
2. Elements of Coordination
3. General Barriers in Coordination

Session #6:

Problem Solving Skills

- Defining Problem
- Four Basic Skills of Problem Solving
- Problem Solving Processes

Session #7:

Effective Meeting Management

- Meeting Objectives and Planning for Effective Meeting
- Meeting Agenda, Selecting Participants and Basics for Effective Meeting
- Meeting Minutes

Session #8:

Office Correspondence

- Basics, Types and Length of Your Correspondence
- Help to Develop Self-Correspondence Skills

Session #9:

- Writing Skills
 - How To Develop Writing Skills
 - Step By Step Writing Skills
 - To Do List of Writing Skills
- Closing and Certificates

Training Of Training Course

Trainer`s Presentation:

Effective Administration Skills

Course Overview

The trainer (or facilitator) in the Training Center in the Ministries and Governorates in Iraq, is the key to effective learning. Ideally, trainers for the *Effective Administrative Skills* will participate in a Training-of-Trainers course to master trainers in administrative skills specific information as well as build training skills. The following guide can serve as an introduction and/or a review of principles of good administration training course.

Program design issues are also addressed.

This Guide Includes:

- Training of Trainers Course Description; title, objectives, duration, outline, groups, activities, information, and outcomes
- Three-day Training-of-Trainers Workshop Outline.
- Training Schedule for Training of Trainers Course
- Step By Step Practical Administration Course Sessions
- Participatory Training and Interactive Training Sessions

- Methods and Approaches of Training

Training Basics

People learn best when they know what to expect.

Whether a training session only lasts two hours or is three days long, participants should know:

- ✓ **What can I expect?**

Participants often arrive feeling nervous, particularly with a sensitive topic relevant to their job duties. Help people relax by reviewing the agenda with the group.

- ✓ **Who are my fellow participants?**

Through introductions, talking about participant expectations, and icebreakers, participants can learn about each other and express their own identities.

- ✓ **Who is my trainer(s)?**

Telling participants about you, your background, and a few personal details sets a friendly, open tone.

- ✓ **What is the purpose of this training?**

Tell participants the purpose of each session. This can be done by reviewing the learning objectives.

- ✓ **How do I meet my basic needs?**

Tell participants information on course logistics if applicable; water and food.

Training Tips:

- Be positive and confident and Smile.
- Show excitement and enthusiasm
- Express genuine interest in each individual's contribution

Participatory Training

Participatory training gets learners actively involved, interested, and participating in educational activities—instead of sitting silently as passive receivers. Although encouraging

and managing learner participation takes more time and effort than one-way techniques, research has shown that learners comprehend and retain better when they actively engage with the learning material. Participatory training reaches out to participants of all learning styles (including visual, auditory and kinesthetic), respects the needs of adult learners, and keeps participants motivated.

Administration

The Administration staff provides support to the technical and management teams and senior level positions and the Human Resources divisions with administrative, financial, and quality assurance of effective operations to sustain the strategic direction and productivity in all Divisions in their organizations.

People: Managing Your Most Important Asset.

An Effective Administrator Is A One Who;

- (a) Directs the activities of other persons;
- (b) Undertakes the responsibility for achieving certain objectives through these efforts

The Administrator Needs:

- (a) **Sufficient Technical Skill:** To accomplish the mechanics of the particular job for which he is responsible;
- (b) **Sufficient Human Skill:** In working with others to be an effective group member and to be able to build Cooperative Effort within the team he leads
- (c) **Sufficient Conceptual Skill:** To recognize the interrelationships of the various factors in his situation, which will lead him/her to take that action which is likely to achieve the maximum good for the total organization?

“Do you possess these three basic skills?”

I. "Technical skill

Implies an understanding of, and proficiency in, a specific kind of activity, particularly one involving methods, processes, procedures, or techniques. . . Technical skill involves specialized knowledge, analytical ability within that specialty, and facility in the use of the tools and techniques of the specific discipline. . . . Technical skill can be developed through a sound grounding in the principles, structures, and processes of the individual specialty, coupled with actual practice and experience."

II. "Human skill

Is the executive's ability to work effectively as a group member (intergroup relationship) and to build cooperative effort within the team he leads (leadership). This skill is demonstrated in the way the individual perceives (and recognizes the perceptions of) his superiors, equals, and subordinates, and in the way he behaves subsequently. . . . By accepting the existence of viewpoints, perceptions, and beliefs which are different from his own, he is skilled in understanding what others really mean by their words and behavior. . . . Development of human skills are rooted in such disciplines as psychology, sociology, and anthropology and these are applied in "applied psychology," "human engineering," and a host of others."

III. "Conceptual skill

Involves the ability to see the enterprise as a whole, it includes recognizing how the various functions of the organization depend on one another, and how changes in one part affect all the others, and it extends to visualizing the relationship of the individual business to the industry, community, and the political, social, and economic forces of the nation as a whole. . . . the success of any decision depends on the conceptual skill of the people who make the decision and those who put them into action. . . . Conceptual skill can be developed through coaching, job rotation—moving through different functions of the business but at the same level of responsibility; special assignments in which the junior executives serve as adviser... to top management on policy matters, as well as through case-problems course."

What is Administration?

Management and Administration

Perhaps the best starting point for this guideline is a clarification of what is meant by the terms which feature in its title – management and administration.

Management:

Involves decision making and setting up systems to implement policy; Managers are concerned with making things work – getting their organization to function effectively, meet its obligations and achieve goals. In the context of a government organization, effective management means ensuring that the whole range of staff and partners involved are positively motivated, know what is expected of them and have the authority, resources and support to meet those expectations.

Administration:

Usually refers to the day-to-day running of systems. Administrators are responsible for carrying out decisions and routine, but often important, activities and paperwork. Logic, order and method are qualities associated with smooth administration whereas effective management calls for a spectrum of skills including communication, time management, leadership, teamwork and planning. The two functions are, of course, closely linked. Indeed, one without the other usually spells disaster – both the making and implementation of decisions require good administration to access information and effect action; similarly administration without good management is likely to be inefficient (too much, too little or irrelevant paperwork).



**Do the essential things well! Although this sounds simple;
It can be extremely difficult.**

◆ Working Groups:

Subject:

- What is Administration?
- What is Administrator Duty?

◆ Group Presentations

◆ Participants` Feedback and Recommendation

Effective Organizational Skills

Trainer Presentation:

How to Improve Organizational Skills

If you improve your organization skills, you will eliminate anxiety and stress from numerous areas in your life. If you are overwhelmed with the day to day routine and clutter, step back and away from your daily stresses for a moment and use the steps in this article to eliminate some of the chaos.

Important Organizational Skills

Organizational Skills in the Workplace

Organizational skills in the workplace can include planning and meeting deadlines.

- Organizational Skills for Meetings
- Types of Organizational Behavior in the Workplace
- Organizational & Time Management Skills
- Organizational Structures in the Workplace
- About Workplace Readiness Skills
- Listening Skills Activities for the Workplace

Along with communication and computer skills, organizational skills are one of the most important transferable job skills a worker can possess. Companies need workers who can

stay organized and focus on the projects at hand. However, company managers must also organize the work of their employees. Organizational skills in the workplace can include general organizing, planning, time management, scheduling, coordinating resources and meeting deadlines.

General Organizing Skills

Employees in the workplace must have general organizational skills, which allow them to determine the supplies they need, how to arrange their files and whom to contact for specific information. Managers who work with employees will often organize the work of employees to keep them busy, especially those that require a lot of direction, like file clerks or contract workers.

Planning

Planning is a needed workplace skill, and it is particularly important as person advances into more supervisory or managerial roles. Most work is centered around certain projects that must be completed within a specific time period. Projects are usually divided into many different tasks, and workers must plan their tasks ahead of time to bring the project to fruition. A person can also plan ahead in case certain problems come up that could potentially delay the project.

Scheduling

Scheduling involves allocating a time period for specific tasks or workload, and then assigning tasks to certain employees. For example, small restaurant and retail businesses must be able to schedule the appropriate amount of workers on different days depending on busy times. It is important to account for peak periods when scheduling, according to the article "Seven Best Practices For Employee Scheduling" at HR Directory, an online human resources reference. Managers must also schedule dates for specific project tasks to be completed. Many small company managers use organizers to stay on track with their assignments.

Coordinating Resources

Coordinating resources is another important organizational skill in the workplace. Managers must know how to coordinate both internal and external resources. For example, a marketing manager often hires a marketing research agency to conduct surveys, tabulate the results and deliver the data tables. Subsequently, the marketing manager analyzes the data, writes the report and prints or emails it to upper management to complete the project. Managers must also know how to use internal resources. For example, a manager that has an invoice about an overdue bill from a vendor will need to see accounts payable to resolve the issue.

Meeting Deadlines and Time Management

One of the most important organizational skills is the ability to meet deadlines and use time wisely. It usually takes a little experience before a manager can properly assign tasks, allocate resources and complete a project on time. Meeting deadlines requires time management skills, which is an important organizational skill itself. Managers that meet deadlines consistently have the ability to prioritize tasks, delegate and be productive, according to Reference for Business.



Organizational Skills Can Improve Every Area of Your Work:

Organizational skills require constant awareness, commitment to your goals and adhering to a routine or system you set up for yourself to follow. They can benefit any workers.

Apply the Common Tools & Techniques Used In Participatory Training?

A. Brainstorming

- Ask a specific question or describe a scene, and encourage participants to offer many different and creative ideas.
- Write responses on a flipchart or chalkboard. Guidelines: Ideas are called out at random, freely and creatively, from any »»»participant.
- No idea is silly, unimportant or irrelevant.
- No discussion or comments on the ideas are allowed during the »brainstorming phase, except for purposes of clarification. This keeps the flow of ideas coming quickly.

The person recording the ideas should write them down as he or she »hears them, without commenting on or modifying them. Afterwards, further discussion or sorting of ideas is possible.»

B. Card-Sorting;

- Give each participant one to three cards (depending on the size of the group and the amount of data you wish to generate) and a marker. Ask a clear, specific question, and ask each participant to write responses or ideas on the cards—one idea per card.
- Instruct participants to place their cards on a wall or floor, at which time the cards are sorted into groups or simply discussed

Step By Step:

- ✓ Create a to-do list for each day. Then keep the list with you, and refer to it often. Cross things off when you do them.
- ✓ Keep a planner, and use it faithfully. You can use a paper planner, or you can put future appointments into your smart phone or electronic device. Be sure to enter events that are far in the future.
- ✓ Take notes when you speak with people.
- ✓ Look at your planner and notes each day, so that you are ready for the next day. Move anything you have not completed on that day's to-do list to the next day's list.
- ✓ Clear a Space on Your Desk: In order to improve your task management you need a peaceful, clean space where you can organize your tasks, file your papers and decide on your next plan of action. Find a space in your home where you can sit at a clean desk and spend time planning out your schedule.
- ✓ Automate as Many Tasks as Possible: Get a simple calendar program for your computer and set up reminders for any upcoming appointments that you know of. Set up to do lists with reminders so that you always know what the highest priority task is.
- ✓ The key to organization is to set up helping aids for your-self so that you can remove sources of stress and overwhelm.
- ✓ Create a Structured Schedule: If you are always bombarded with a million tasks and never know what to do next, you need to create a structured task schedule. Pick a day of the week and always do these tasks on the allocated day and time.

- ✓ Create a work schedule where you are doing your doing the hardest tasks during a time of day when you are least tired.
- ✓ Get sufficient sleep. People who are tired have a tendency to put things off for another day.



- ✓ Delegate and Ask for Help Where Possible: If you can delegate someone who is a good organizer to help with some of your tasks, make that a priority. If other people in your section can help with some of the things on your place.
- ✓ Eliminate the Clutter: It is easier to think in a clean space with no clutter. Throw out junk mail as it comes in. Put away things the moment you are done with them. If you have cluttered everywhere pick a small area that you can de-clutter and start there. Work on de-cluttering 10 minutes at a time.
- ✓ You can improve organization skills easily by using conscious task management and creating a clear task schedule that you can adhere to.

Checklists

- When you create a checklist, you show off your organization skills in a couple of ways. First, you have a handy to-do list which helps you work through tasks and responsibilities more efficiently. Secondly, you clear all of that information out of your mind, which can help you focus on other things.

Schedules

- Scheduling tasks that you want to get accomplished and posting them where they can be seen will help create an organized job. Rather than try to remember all of your tasks in your head, and possibly forgetting some, and you can realize more efficient time management by accomplishing what you've committed to at the time that you said you would do it.



Clean Your Area

- Whether it is a tiny dorm room or huge custom-built home, removing physical clutter from your space will go a long way toward making your whole life more organized.
- It is difficult to enjoy any type of flow in your thoughts or activities when there is stuff everywhere you turn. Put items back in their places and dump what you don't need and haven't used.



Practical Exercise: Working Groups

Efficient Administrator Prioritize Duties Effectively



Prioritize

- It can be hard to feel that your life is organized when there are important uncompleted tasks hanging over your head all the time. Learn to prioritize and you will eliminate the most crucial jobs early on. You will find that you have much more time and resources to complete all of your tasks in a timely manner. It can be as simple as creating short and long term priority lists and devoting the time it takes to complete each one.



Break Up Tasks

- One easy way to feel organized and combat delay is to break up tasks into smaller, more manageable tasks. Often, looking at a job as whole results in never starting. By breaking each job up into smaller pieces, it changes your perception and you will be able focus on one little task that won't take up much time.

Personal Organization

- Maintaining a personal organizational system helps employees stay on track with projects, meetings and their daily schedule. Prioritize projects in order of importance by developing to-do lists. Prioritization abets time management skills, which are an extension of organizational skills. Daily planners and computerized scheduling tools are effective organizational tools that help employees stay organized, as well.

Filing System

- Keeping a filing system prevents important documents from getting lost in the shuffle (or accidentally thrown away). A filing system is useful for storing client records, meeting minutes, project summaries and contracts. Organizing files alphabetically or chronologically allows employees to access information quickly, rather than having to search through various documents.

Workspace

- Workspaces, such as desks and computer stations, should be organized so that things are easy to find and the employee has an adequate amount of space with which to work. Getting rid of clutter is an important step -- too much clutter can hinder productivity and efficiency. It is also important to gather wiring from telephones and computers and keep it untangled and out of your way.

How to Prioritize Tasks Effectively

- ◆ It can be difficult to prioritize tasks in the most effective way. When you have a long To Do list, it can be quite overwhelming.
- ◆ In fact, you can feel so overwhelmed by a lengthy To Do list that the feeling of being overwhelmed can stop you in your tracks, preventing you from accomplishing anything at all.
- ◆ One way to stop feeling overwhelmed and get back to accomplishing the tasks on your To Do list is to prioritize tasks.
- ◆ This technique is effective for work-related tasks and for personal tasks as well. Read this article for specific tips about how to prioritize.

➤ **Trainer Brief Presentation**

➤ **Working Groups:**

Step By Step:

➤ Write down an initial draft of a To Do list

If you are walking around with your To Do list in your head (rather than having it written down on paper) you will not be able to do a proper rewrite of your list with your tasks enumerated in terms of priority.

Don't make the list too long, as that can also be overwhelming. You don't need to write each individual sub-task on this list, just the "broad strokes" of what you would like to accomplish.

After all, the whole point of this prioritizing exercise is not to wind you up, but to help you.

The first time you do this, you may want to limit yourself to writing down a certain number of tasks (perhaps five or six).

➤ Once you have written down these five or six tasks

That you would like to accomplish, you will have a clearer picture. Take a look at them and give yourself some time to analyze which tasks you feel you ought to accomplish first.

In other words, which of the five or six tasks on your list is the very top priority, which is the second priority, and so on?

➤ Don't rush through this exercise.

Sometimes it is not clear immediately what needs to be accomplished first, second, etc., and only after some thoughtful analysis will you be able to determine which tasks needs to be tackled sooner and which ones can wait.

Once you have completed your analysis, you can rewrite the To Do list with the top priority task listed first, and so on and so forth.

➤ If you are having trouble prioritizing tasks

On your own either at work or at home, do not hesitate to ask for help. Perhaps your colleague could be of some assistance.

➤ Asking for help is not a sign of weakness

On the contrary, it is an indication that you are willing to collaborate and be a team player, and that you are open to constructive feedback and help from those who care about you and who want to help you prioritize and feel less overwhelmed than you currently feel.

Steps to Prioritize Tasks

Practical Exercise: Working Groups

	Urgent	Not Urgent
Important	<p>I</p> <ul style="list-style-type: none"> • Crises • Pressing Problems • Deadline Driven • Projects, Meetings • Preparations, Planning 	<p>II</p> <ul style="list-style-type: none"> • Preparations • Presentations • True Recreation • Empowerment • Values Clarification • Relationship Building
Not Important	<p>III</p> <ul style="list-style-type: none"> • Interruptions • Some Phone Calls • Some Mail, Some Reports • Many Proximate Pressing Matters • Many Activities 	<p>IV</p> <ul style="list-style-type: none"> • Trivia, Busywork • Junk Mail • Some Phone Calls • Time Wasters • Escape Activities •

Effective Coordination Skills

Defining coordination:

Coordination means working together in a logical way toward some common result or goal. The operational definition of coordination, however, varies among personnel from different organizations. Definitions of coordination range from centralized coordination to simple information sharing between organizations.

Between these two opposing viewpoints is a definition of coordination in which organizations have the will, instruments and trained personnel for effective collaboration with each other. Perhaps the greatest challenge to coordination is the inherent difficulty of identifying a common purpose and approach among organizations whose mandates, methods, resources and systems are diverse. The incentive to coordinate comes from experiences where the lack of coordination results in conflicts and misunderstanding.

Systems

For effective coordination, appropriate and documented governance and accountability frameworks must be in place, with a written agreement – such as a memorandum of understanding – outlining the roles, responsibilities and contributions of each agency; Sufficient and appropriate resources must be available to deliver the required tasks; and effective indicators to measure the progress and success of the activity from an established baseline must be agreed, with remedial action being taken when necessary.

Behaviors

For effective coordination, civil servants need the right skills and competencies to work collaboratively; over time they must come to share common culture, language and values; and the culture of their respective organizations must support them to do so.

Information Sharing

Lack of understanding or simple miss-communication often prevents organizations from realizing that they share many interests, especially when it comes to the welfare of their beneficiaries. Often, they may desire the same end-goal and may share many philosophical and conceptual approaches. Sharing and exchange of information is one of the basic coordination activities. Organizations can share their objectives, mutual interests, strengths and limitations, viewpoints and many other things including:

- The roles and responsibilities of each agency and specific resources and response
- Geographical area of operation
- Purpose of planned activities
- Priority needs and gaps in assistance
- Issues related to the situation or context (e.g. political situation, security, local conditions)
- Other information characterizing the input of each agency

Collaboration

Collaboration is more than simply sharing and exchanging information. Collaboration means that organizations assess the situation together, share ideas on how to overcome the problem and initiate practical responses together.

Trainer`s Presentation

Development of Joint Plans

One of the most important results of joint assessment, information sharing and management is the conversion of information into a plan of action, utilizing a strategic planning approach. The plan for strategic coordination will identify, from a broader perspective, which organization will be performing a given task in a particular geographic location. The strategic plan identifies actions that maximize cost-effectiveness and speed of response. It should also include the mechanism for sharing operational support resources among the organizations.

The Elements of a Strategic Plan for Coordination Include:

- The emergency's needs and resources assessment
- The goals and objectives of the operation
- Identification of roles and resources of organizations
- Comparative analysis of advantages and drawbacks of organizations
- Identification of potential duplication or gaps in provision of assistance
- Identification of actions to be taken, by whom, ensuring no unnecessary duplication of services
- Identification of operational support coordination activities, e.g. shared facilities and other resources
- Implementation schedule

Working Groups:
Identify and Present Types of Barriers in Coordination

General Barriers in Coordination

Barrier	Example
Coordination viewed as low priority	Members of some organizations think that coordination is not really necessary and do not follow through with commitments.
Costs and benefits are viewed as unsatisfactory	Staff of some organizations thinks the costs of coordination or the program costs will be higher than the benefits.
Resources are not available	Some organizations which may want to participate in a coordinated effort have inadequate resources to contribute to the effort
Diffusion of "credit"	Sometimes recognition is the only form of personal reward that members of organizations receive. In a coordinated effort, however, "credit" for or acknowledgement of individual contributions may get lost or diffused.
Lack of trust	Organizations may have a history of poor relations among staff leading them to see each other as threats, competitors and/or untrustworthy.
Highly centralized bureaucratic organizations	Coordination will be hindered by divisions that must generally seek approval from their headquarters prior to approving inter-organizational Goals or making commitments of time and resources.
Lack of coordination skills, knowledge and experience	Organizations that do not understand the preconditions and dynamic nature of coordination or that field representatives without proper training or skills will frustrate and be frustrated by coordination efforts.
Staff turnover	Frequent staff turnover threatens policy continuity, coordination agreements and institutional memory. Trust often depends on increased levels of familiarity and contact among parties, which is lost with high turnover rates.
Ineffectual or inappropriate coordination leadership	Participation in coordination may break down if the leadership is autocratic, imposing their decisions and agenda on the body. Lack of leadership skills or resources will diminish the value and quality of the coordination effort.

Problem Solving

Problem Solving Skills

Problem solving is a key skill, and it's one that can make a huge difference to your career. At work, problems are at the center of what many people do every day. You're solving a problem for your organization; internal staff and for a client, supporting those who are solving problems, or discovering new problems to solve.

The problems you face can be large or small, simple or complex, and easy or difficult to solve. Regardless of the nature of the problems, a fundamental part of every administrator and manager's role is finding ways to solve them. So, being a confident problem solver is really important to your success.

Much of that confidence comes from having a good process to use when approaching a problem. With one, you can solve problems quickly and effectively. Without one, your solutions may be ineffective, or you'll get stuck and do nothing, with sometimes painful consequences.

There are Four Basic Steps in Problem Solving:

- 1. Defining the problem*
- 2. Generating alternatives*
- 3. Evaluating and selecting alternatives*
- 4. Implementing solutions.*

In this "Problem Solving" section you will focus on helping yourself to make a success of the first of these steps – defining the problem. A

very significant part of this involves making sense of the complex situation in which the problem occurs, so that you can pinpoint exactly what the problem is and then review some useful, well-established problem-solving frameworks.



Defining the Problem

The key to a good problem definition is ensuring that you deal with the real problem – not its symptoms. For example, if performance in your department is substandard, you might think the problem is with the individuals submitting work. However, if you look a bit deeper, the real problem might be a lack of training, or an unreasonable workload.

Why and Root Cause Analysis help you ask the right questions, and work through the layers of a problem to uncover what's really going on. It's also important to ensure that you look at the issue from a variety of perspectives. If you commit yourself too early, you can end up with a problem statement that's really a solution instead.

Understanding Complexity

When your problem is simple, the solution is usually obvious, and you don't need to follow the four steps that have been outlined earlier. So it follows that when you're taking this more formal approach, your problem is likely to be complex and difficult to understand, because there's a web of interrelated issues.

When your problem occurs within a business process, creating a **Flow Chart**, **Swim Lane Diagram** or a **Systems Diagram** will help you see how various activities and inputs fit

together. This will often help you identify a missing element or **bottleneck** that's causing your problem.

Problem-Solving Processes

The four-step approach to problem solving will serve you well in many situations. However, for a more comprehensive process, you can use the following tools; Simplex, Appreciative Inquiry or Soft Systems Methodology (SSM). These provide detailed steps that you can use to solve a problem effectively as follows:

Simplex

Involves an eight-stage process:

1. *Problem finding,*
2. *Fact finding,*
3. *Defining the problem,*
4. *Idea finding,*
5. *Selecting*
6. *Evaluating,*
7. *Planning,*
8. *Selling the idea, and*
9. *Acting.*

These steps build upon the basic process described earlier, and they create a cycle of problem finding and solving that will continually improve your organization.

Appreciative Inquiry

Takes a uniquely positive approach by helping you solve problems by examining what's working well in the areas surrounding them.

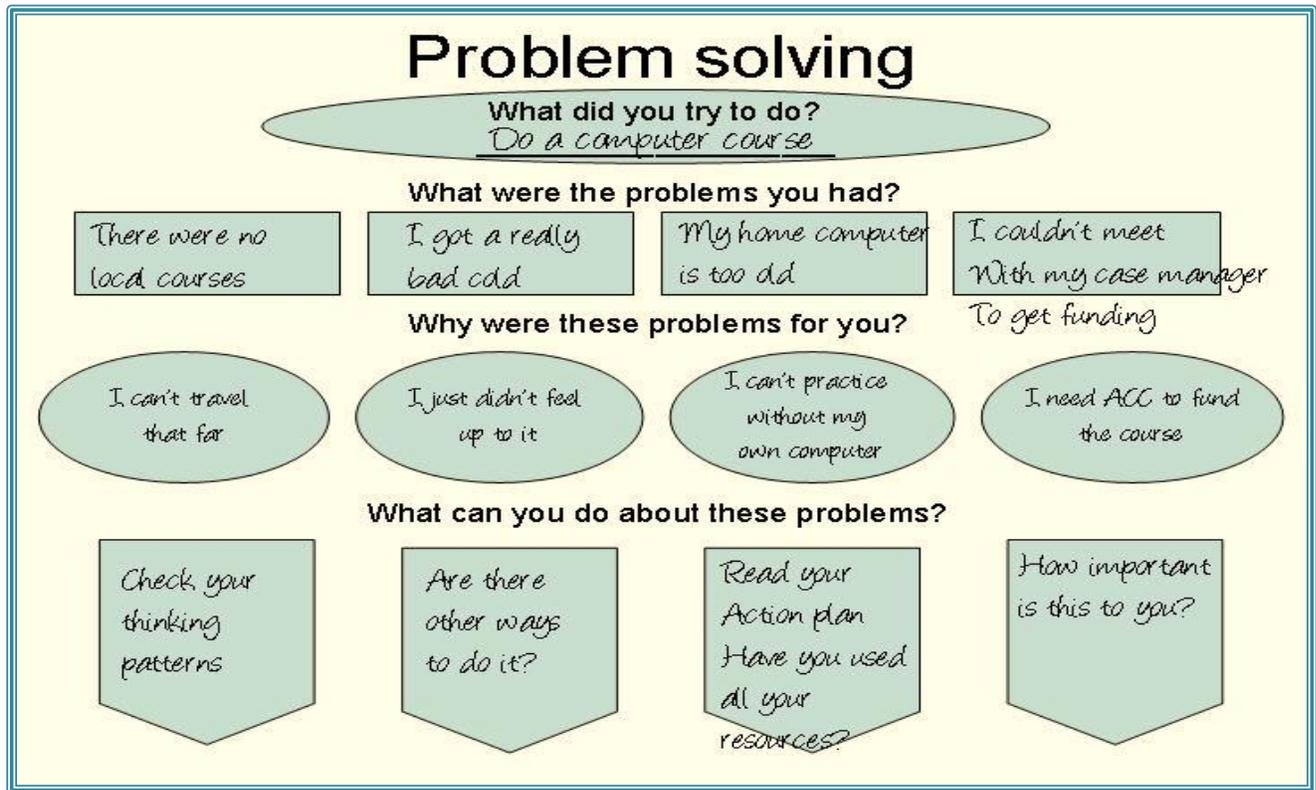
Soft Systems Methodology

It is designed to help you understand complex problems so that you can start the process of problem solving.

It uses four stages to help you uncover more details about what's creating the problem, and then define actions that will improve the situation.

Using these tools – and others on these Problem Solving Methods – will help you improve your approach to solving the problems that your team and your organization face. You'll be more

successful at solving problems and, because of this, more successful at what you do. What's more, you'll begin to build a reputation as someone who can handle tough situations, in a wise and positive way.



Practical Exercise:

1. Divide participants into 4 working groups;
2. Each group will determine job difficult problems;
3. Brainstorming and analyzing session;
4. List problem underline causes;
5. Suggest possible solutions as appropriate to their government organizations;
6. Present identified and learnt steps for problem solving
7. Document identified list of problem solving steps for after training application
8. Final Conclusion by the Trainer.

Meeting Management



Planning Effective Meetings:

Meeting management tends to be a set of skills often overlooked by leaders and managers.

- *The participant might pick which suggestions best fits the particular culture of their own organization.*
- *The participant should keep in mind that meetings are very expensive activities when one considers the cost of labor for the meeting and how much can or cannot get done in them.*

Take Meeting Management Very Seriously:

The process used in a meeting depends on the kind of meeting you plan to have, e.g., staff meeting, planning meeting, problem solving meeting, etc. However, there are certain basics that are common to various types of meetings.

These Basics Are Described Below:

Any important activity would include a long list of suggestions. The list seems to become much smaller once you master how to conduct the activity.

Selecting Participants:

- The decision about who is to attend depends on what you want to accomplish in the meeting. This may seem too obvious to state, but it's surprising how many meetings occur without the right people there.
- Don't depend on your own judgment about who should come. Ask several other people for their opinion as well.
- If possible, call each person to tell them about the meeting, its overall purpose and why their attendance is important.
- Follow-up your call with a meeting notice, including the purpose of the meeting, where it will be held and when, the list of participants and whom to contact if they have questions.
- Send out a copy of the proposed agenda along with the meeting notice.
- Have someone designated to record important actions, assignments and due dates during the meeting. This person should ensure that this information is distributed to all participants shortly after the meeting.

Developing Agendas:

- Develop the agenda together with key participants in the meeting. Think of what overall outcome you want from the meeting and what activities need to occur to reach that outcome. The agenda should be organized so that these activities are conducted during the meeting.
In the agenda, state the overall outcome that you want from the meeting.
- Design the agenda so that participants get involved early by having something for them to do right away and so they come on time.
- Next to each major topic, include the type of action needed, the type of output expected (decision, vote, action assigned to someone), and time estimates for addressing each topic.
- Ask participants if they'll commit to the agenda.
- Keep the agenda posted at all times.
- Don't overly design meetings; be willing to adapt the meeting agenda if members are making progress in the planning process.
- Think about how you label an event, so people come in with that mindset; it may pay to have a short dialogue around the label to develop a common mindset among attendees, particularly if they include representatives from various cultures.

Opening Meetings:

- Always start on time; this respects those who showed up on time and reminds late-comers that the scheduling is serious.
- Welcome attendees and thank them for their time.

- Review the agenda at the beginning of each meeting, giving participants a chance to understand all proposed major topics, change them and accept them.
- Note that a meeting recorder if used will take minutes and provide them back to each participant shortly after the meeting.
- Model the kind of energy and participant needed by meeting participants.
- Clarify your role(s) in the meeting.

Establishing Ground Rules for Meetings:

- You don't need to develop new ground rules each time you have a meeting, surely. However, it pays to have a few basic ground rules that can be used for most of your meetings. These ground rules cultivate the basic ingredients needed for a successful meeting.
- Four powerful ground rules are: participate, get focus, maintain momentum and reach closure. (You may want a ground rule about confidentiality.)
- List your primary ground rules on the agenda.
- If you have new attendees who are not used to your meetings, you might review *each* ground rule.
- Keep the ground rules posted at all times

Time Management:

- One of the most difficult facilitation tasks is time management -- time seems to run out before tasks are completed. Therefore, the biggest challenge is keeping momentum to keep the process moving.
- You might ask attendees to help you keep track of the time.
- If the planned time on the agenda is getting out of hand, present it to the group and ask for their input as to a resolution.

Evaluations of Meeting Process:

- It's amazing how often people will complain about a meeting being a complete waste of time -- but they only say so after the meeting. Get their feedback during the meeting when you can improve the meeting process right away. Evaluating a meeting only at the end of the meeting is usually too late to do anything about participants' feedback.
- Every couple of hours, conduct 5-10 minutes "satisfaction checks".
- In a round-table approach, quickly have each participant indicate how they think the meeting is going.

Evaluating the Overall Meeting:

- Leave 5-10 minutes at the end of the meeting to evaluate the meeting; don't skip this portion of the meeting.

- Have each member rank the meeting from 1-5, with 5 as the highest, and have each member explain their ranking
- Have the chief executive rank the meeting last.

Closing Meetings:

- Always end meetings on time and attempt to end on a positive note.
- At the end of a meeting, review actions and assignments, and set the time for the next meeting and ask each person if they can make it or not (to get their commitment)
- Clarify that meeting minutes and/or actions will be reported back to members in at most a week (this helps to keep momentum going).

Take Minutes

Why Should a Team Take Minutes?

- Permanently recording a meeting lets people know that they have been listened to.
- Minutes provide a historical record that can be used in future meetings for verification of decisions and as a reminder of events and actions.
- Minutes can provide important information to people who were unable to attend the meeting.
- Minutes help keep everyone on track. If a group knows that everything is being documented, it will be more likely to stick to the agenda and act kindly to one another.
- People are less likely to repeat themselves from meeting to meeting if they feel their concern or issue has been documented.
- However, it is not necessary to take minutes if the meeting is very short, extremely casual, or informal; if the level of trust is high among participants; if the reason for the meeting is primarily social; or if no significant decisions or actions will be taken (however, it may be very important to document the content of an "informational" meeting).

What Are Different Ways to Take Minutes?

- Take written minutes and transcribe them after the meeting.
- Record key points on a flipchart, chalkboard, or whiteboard, and have someone document them at the end of the meeting.
- Tape-record the meeting and type up key points (or make a complete transcript, though this is rarely called for) after the meeting. Remember to ask permission of everyone in the room to record their remarks.
- Type the minutes directly onto a computer during the meeting (though you may need to edit and correct afterward).

What Should Be Included in the Minutes?

- Name of the group, place, time, and date of the meeting
- Names of committee members present (send a signing sheet around during the meeting)
- Names of committee members excused or absent
- List of observers and guests, including their affiliation a statement that the minutes of the previous meeting were approved as read or revised key items discussed in the order listed on the agenda, with a brief description of the discussion (an actual transcript is usually unnecessary), important comments, decisions, questions, and action steps.

If a member of the committee is assigned a specific task, be sure to state the person's name and the responsibility accepted.

- The time the meeting was adjourned and the date, time, and place of the next meeting (with directions if necessary)
- It is also very important to document any motions made, the names of the people originating the motion, whether the motion was accepted or rejected, and how the vote was taken (show of hands, voice vote, or other method).
- The recorder's name and signature
- A sheet attached to the minutes entitled "Action Items" that lists any action agreed to, the responsible committee member, and the due date.

Tips for Taking A Good Minutes?

- *Sit next to the chairperson for help or during meetings.*
- *Remain Neutral In Your Documentation.*
- *Be As Clear and Concise As Possible.*
- *Don't Try To Write Every Single Word*
- *Take the last few minutes of the meeting to review them with the group*

*By having a clear, Complete Record of the Meeting's Events,
You Can Be Sure That These Decisions Won't Just Be Forgotten
When You End Your Meeting*

Tips for Taking A Good Minutes?

- Sit next to the chairperson, if possible, for help or clarification during meetings.
- Remain neutral in your documentation.
- Be as clear and concise as possible.
- Don't try to write every single word unless the exact wording of a statement is important (for example, if the group decides on a mission or vision statement, it should be included exactly as agreed). In most cases, though, it is sufficient to paraphrase what was said, but be alert to the possibility of making changes in meaning.
- If important decisions have been made during the meeting or tasks assigned, you may wish to take the last few minutes of the meeting to review them with the group to be certain that you have recorded them accurately.

Write an Executive Summary

Executive Summaries are often used to introduce a proposal, business plan, report, or other type of document. A good Executive Summary is critical because many people may read no further. Learn how to write an Executive Summary that can persuade the reader all by itself.

But did you know that a good Executive Summary is not really a "summary" at all?

An Executive Summary has a very specific and important job to do and needs to be more than just a light weight or condensed version of your proposal.

This document will show you how to avoid the trap of preparing an Executive Summary that is redundant and doesn't add any value.

This Lesson Addresses:

- Writing specific types of Executive Summaries
- Why an Executive Summary might not actually contain a summary
- How to introduce your topic in writing
- Multiple strategies for preparing to write an Executive Summary
- How to incorporate your success strategies into writing the Executive Summary
- Advice for how to format your Executive Summary

- How to be persuasive in writing
- List of questions that you should answer in your Executive Summary

It also includes and a sample to show how the pieces come together.

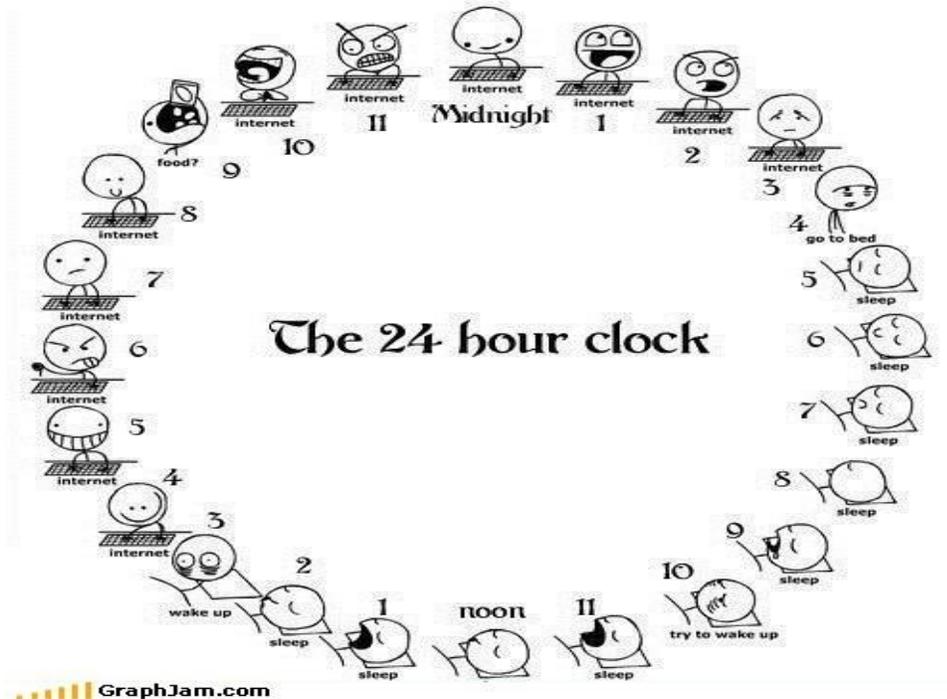
Who Is It For?

If you have something important to write in order to achieve a goal, then this document is for you. This document is relevant to far more than just writing Executive Summaries. The advice it provides regarding how to articulate your message and present it in a concise and persuasive manner can improve any goal-driven writing.

Practical Exercise:

Divide participants to groups' 5-6 persons each and ask each group to write a summary on a one of administrator job problem that participants have faced it in their work and then group presentations and feedback.

Time Management



Without efficient and effective time management and planning skills, you will have a hard time developing other skills or accomplishing as much as you would like to. By mastering time management skills first, you will be able to incorporate times for improving your other organizational skills into your schedule.

Time management includes

Keeping to a schedule you plan based upon your priorities and needs and not getting thrown off by inevitable distractions.

Administrators must incorporate time management into their organizational skill sets for success at their organizations. Incorporate time management skills into your life to get the most of the limited time available to you.



Getting Started With Time Management

Effective Time Management

- It's not about what to do; it's about when to do.
- Sometimes new stuff come, plans change; you don't know how to reorganize your day.
- Do it in a couple of clicks, get the best of your time, and get the best of your life.

Effective time management is a primary means to a less stressful life

These practices can help you reduce your stress and reclaim your personal life.

- Do you find yourself overwhelmed by the number and complexity of projects / tasks that need to be completed at work each day?
- Do you often feel as if you haven't paid enough attention to each task because other tasks keep landing on your desk?
- Co-workers interrupt you with questions or you can't get it all organized?

You probably know that managing your time effectively will help you get more done each day.

- By managing your time more wisely, you can improve your quality of work .

- But how do you get back on track when organizational skills don't come naturally?
- To get started, choose one of these strategies, try it for few weeks and see if it helps. If it does, consider adding another one. If not, try a different one.

Tips to Manage Your Time and Improve Productivity

- **Plan each day.** Planning your day can help you accomplish.
- **Write a to-do list,** putting the most important tasks at the top.
- **Keep a schedule of your daily activities** to minimize conflicts and last-minute rushes.
- **Prioritize your tasks.** Time-consuming but relatively unimportant tasks can consume a lot of your day. Prioritizing tasks will ensure that you spend your time and energy on those that are truly important to you.
- **Say no to nonessential tasks.** Consider your goals and schedule before agreeing to take on additional work.
- **Delegate.** Take a look at your to-do list and consider what you can pass on to someone else.
- **Take the time you need to do a quality job.** Doing work right the first time may take more time upfront; errors result in time spent making corrections, which takes more time overall.
- **Break large, time-consuming tasks into smaller tasks.** Work on them a few minutes at a time until you get them all done.
- **Practice the 10-minute rule.** Work on a dreaded task for 10 minutes each day. Once you get started, you may find you can finish it.
- **Evaluate how you're spending your time.** Keep a diary of everything you do for three days to determine how you're spending your time. Look for time that can be used more wisely.
- **Limit distractions.** Block out time on your calendar for big projects. During that time, close your door and turn off your phone, pager and email.

- **Get plenty of sleep, eat a healthy diet and exercise regularly.** A healthy lifestyle can improve your focus and concentration, which will help improve your efficiency so that you can complete your work in less time.
- **Take a time management course.** If your employer offers continuing education, take a time management class.
- **Take a break when needed.** Too much stress can derail your attempts at getting organized. When you need a break, take one. Take a walk. Do some quick stretches at your workstation. Take a day of vacation to rest and re-energize.

Practice the following techniques to become the master of your own time:

1. Carry a schedule and record all your thoughts, conversations and activities for a week. This will help you understand how much you can get done during the course of a day and where your precious moments are going. You'll see how much time are actually spent producing results and how much time is wasted on unproductive thoughts, conversations and actions.
2. Any activity or conversation that's important to your success should have a time assigned to it. To-do lists get longer and longer to the point where they're unworkable. Appointment books work. Schedule appointments with yourself and create time blocks for high-priority thoughts, conversations, and actions. Schedule when they will begin and end. Have the discipline to keep these appointments.
3. Plan to spend at least 50 percent of your time engaged in the thoughts, activities and conversations that produce most of your results.
4. Schedule time for interruptions. Plan time to be pulled away from what you're doing. Take, for instance, the concept of having "office hours." Isn't "office hours" another way of saying "planned interruptions?"
5. Take the first 30 minutes of every day to plan your day. Don't start your day until you complete your time plan. The most important time of your day is the time you schedule to schedule time.
6. Take five minutes before every call and task to decide what result you want to attain. This will help you know what success looks like before you start. And it will also slow time down. Take five minutes after each call and activity to determine whether your desired result was achieved. If not, what was missing? How do you put what's missing in your next call or activity?
7. Put up a "Do not disturb" sign when you absolutely have to get work done.

8. Practice not answering the phone just because it's ringing and e-mails just because they show up. Disconnect instant messaging. Don't instantly give people your attention unless it's absolutely crucial in your business to offer an immediate human response. Instead, schedule a time to answer email and return phone calls.
9. Block out other distractions like Facebook and other forms of social media unless you use these tools to generate business.
10. Remember that it's impossible to get everything done. Also remember that odds are good that 20 percent of your thoughts, conversations and activities produce 80 percent of your results.

Filing Skills

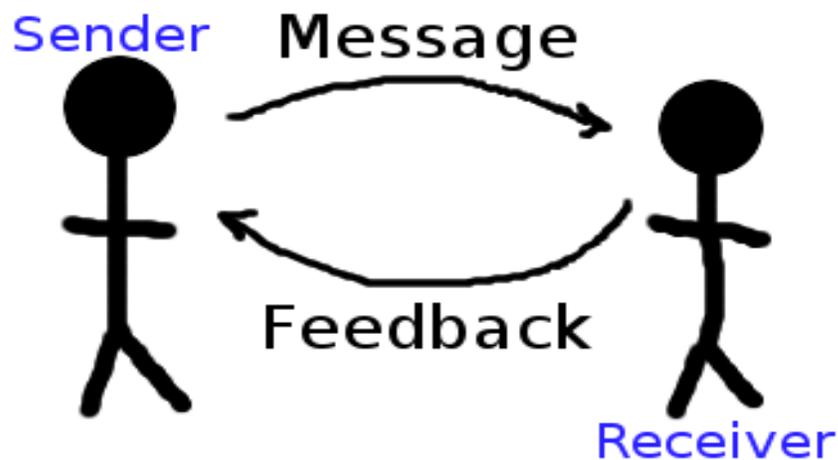
- Filing skills are important to almost every professional and academic career.
- Skillful filing of both paperwork and digital files can turn an hour's worth of frustrated searching into a simple five-minute task.
- Identify effective categorization schemes for all of your digital and analog media and stick to them all the time.
- Whenever you need to find a file for a project or job, it will be right where you left it.
- For writers, photographers, medical records specialists, prolific artists, inventory managers and even stay-at-home moms and dads, filing skills will help to reduce stress and save you time for accomplishing the things you have set out to do.
- Filing skills can be used to organize anything from a small binder to an entire floor of file cabinets or multiple hard drives on a computer.

Stress Management Skills

- By making improvements to your time management and filing skills, you will have come a long way toward reducing the effects of stress in your life.
- Stress management comes down to how you organize your thoughts and your inner life in reaction to events, circumstances and people in your outer life.
- Be kind to yourself and refrain from judging yourself.
- Instead, judge the results of your actions and steer them toward your goals.

- Practice relaxation techniques that appeal to you.
- Incorporate meditation and massage into your life to get a clear mind and relaxed musculature in order to better organize your thoughts and the rest of your life.
- Worry and anxiety make everything else more difficult.
- By learning to organize your thoughts and reduce stress, the rest of your organizational tasks will be much more easily accomplished.

Effective Communication Skills



Having effective communication skills is imperative for your success. Positive communication will certainly increase the opportunities you find in your career and business. Having good communication skills will enable you to get ahead in certain areas where others who are less assertive may not succeed. A few things to keep your eyes on while practicing the fine art of communication are:

Role play;

- In short interactions, participants play specific, predetermined roles, to explore issues or practice skills.
- Roles are usually written out, and you may coach those playing roles to be sure they understand “who” they are to be.

- Role plays are useful after a period of instruction or discussion to practice new skills.
- For example, if participants are learning communication skills, ask them to role play being assertive in typical situations.
- Stop a role play after a few minutes and discuss it with the group. Ask the actors to describe what worked and what was difficult.
- The group may offer suggestions on how to do it better. The role play may be repeated, with the same person or a new actor in the role.

Trainer`s Presentation

Body Language

Do not shy away from the person with whom you are speaking. Be sure to maintain a relaxed, but not slouching posture, regardless whether you are the one speaking or listening. Other things that ensure your body is communicating your attentiveness to the conversation can include:

- Making eye contact.
- Nodding occasionally to acknowledge a strong point in the conversation.
- Standing with hands clasped in front of you, never crossing your arms.
- Not displaying nervous ticks such as wringing hands, picking at your nails, or anything that the person communicating with you will view as a distraction from their conversation.

Speech and Attentiveness

When speaking, you need to be clear and concise. Speak on important matters directly and do not waste time with long drawn out stories that will cause your listener's mind to wander. Make sure you ask whether they understand, and be willing to further explain any of your points. Do not expect someone to just "know" what you are saying, even if it is crystal clear in your own mind.

In addition, one of the most important aspects of verbal communication is the ability to practice active listening. This is not just actively waiting to talk. Always make mental notes of key points when someone is speaking to you. That way once you are given a chance to speak, you can respond to the most vital issues being dealt with. When others are speaking, try to think about the exact words that they are saying. If you practice this, you will comprehend and contain 75 percent more of the information that you hear.

Communication Consistency

Maybe your weakness is in the quality or quantity with which you communicate to your employees. Communication seems to have dwindled to superficial small talk. Great communicators practice the ability of consistent communication by remaining available. Do not be afraid to be the one who voices any concerns or difficulties. However, ensure that you are practicing open and honest communication with those who may depend on you. Be available and bold with tact.

Be sure to leave communication lines open to those who may need to address problems with you. You will find that you prevent the small issues that normally have the habit of becoming large ones by making those in your life aware that you are open to discussing issues at any time.

Patience

During your communications with others always give them time to communicate their issues as well. Remaining focused on what they are trying to communicate will show them that you are indeed open to assisting with their issues. Many of people's communication lines tend to break down on the side where impatience is in a rush to get out of the conversation. Since you cannot control the other side, do yourself a favor and take a breath. The conversation you're involved in is important.

If you are confused as to what someone may be requesting, than repeat back to him or her what you think they said and ask if that is correct. Often this will inspire the speaker to be more in-depth about their needs, which will help you to understand them fully.

Practicing Effective Communication Skills

If someone has communicated a need or an issue to you, then your main priority should be to aid him or her in repairing the problem. Following up on an issue is the only way to convince others whom you need to communicate with that you have listened to them and that their problems or issues are important to you as well.

Practicing strong follow-up will also leave the impression that you are involved in the bigger picture. When people see this commitment, they will know you are open to future

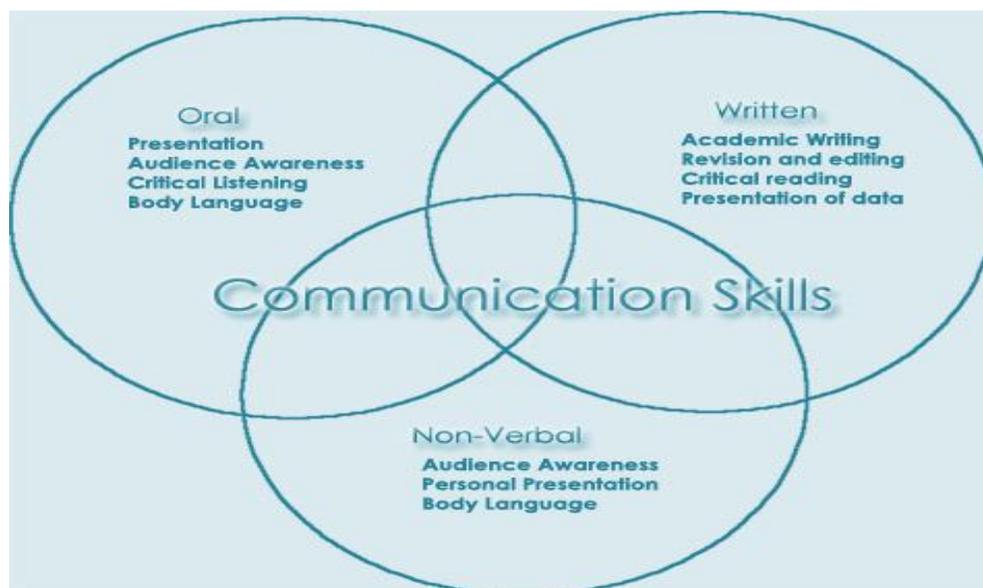
communications. This creates a loyal and discerning surrounding that cultivates positive movement and communication. This will develop a strong sense of confidence in those with whom you communicate.

Conclusion

Since the world is so incredibly diverse and communications come in such a wide variety of forms, it is important to know many appropriate and helpful interpersonal skills. By practicing the few suggestions found here, you will find yourself understanding more of what people say and repeating yourself less to other people. Your co-workers and friends will have the confidence to come to you when they find themselves in need. Remember, great communication skills take practice.

How to Improve Verbal Communication Skills

Learning to speak with authority and confidence can make you more successful in the workplace, and even help your dating life. Communicating with a trembling monotone voice can send the message that you lack confidence and adequate social skills. Although it can be difficult to develop strong communication skills, doing so can have a positive impact on both your business and personal interactions.



Working Groups:

Step By Step:

1. Think before you speak. Organizing your thoughts before speaking can reduce the amount of awkward pauses and verbal "hiccups." It can also eliminate the need to make excessive amounts of clarifying statements. Although it's not possible to make an outline for impromptu dialogue, writing down your thoughts before planned discussions can improve your speaking prowess.
2. Use direct and concise language. It's not necessary to use complex terminology to drive home important points. Sometimes using complicated words and sentence structures can cause more confusion than it explains. Avoid using "big words" to sound more educated because this can quickly backfire, unless you're sure of their usage and pronunciations.
3. Vary your vocal tone. Express interest in what you're saying so others will pay attention to you. Use inflection to add emphasis to key phrases. Raise and lower your pitch to express active emotion. Avoid blank stares that stem from being bored.
4. Pronounce words completely and correctly. Avoid chopping off the ends of words or running entire words together. Slow down when pronouncing difficult words to minimize mispronunciations. Practice your diction by recording yourself and analyzing the results. Don't use regional dialect as an excuse to continue making pronunciation errors. Taking the time to correct deficiencies can enhance your communication confidence and ability.
5. Master your nonverbal communication skills. Understand that your body language also has an effect on how your verbal communication is interpreted. Speaking with poor nonverbal cues such as slumping your shoulders or scowling can detract from the effectiveness of your words. Stay in positive control of your body language to ensure your words are assessed correctly.

Official Correspondence

About Effective Written Communication Skills

A number of aspects need to be kept in mind when you send out written correspondence.

Types

- Written correspondence runs the gamut from a simple email to an applicant's cover letter used to apply for a job. It also includes press releases, newsletters, news stories, columns, commentary, photo captions and a whole lot more. Effective written communication skills start with using the proper format for the type of correspondence you want to send. For instance, a cover letter should be set up like a business letter, containing the elements found therein, such as date, return address and a body of the letter offset by the salutation and closing.

Clarity

- The purpose of your communication should be clear from the beginning. "I am writing to inform you of your raise. You will be making \$15,000 more every year," is an effective opening. This one is not: "Our company has a tremendous increase in revenue. We have amassed more than \$53 billion in sales in the past month alone. We have added 460,000 new clients and...." Why are you telling me this? Cut to the chase.

Length

- Think Hemingway, not Faulkner, when it comes to sending out effective communications. Ernest Hemingway was known for his short sentences and very short stories. William Faulkner, on the other hand, would go on and on, often including myriad thoughts in a single sentence and, even if the grammar and spelling were impeccable, it would only serve to make the reader work very hard to get to the point (kind of like the sentence you just read). Keep everything as concise as possible.

Grammar

- There is no excuse for sending communications that contain spelling errors and poor grammar. Even if you use the most eloquent writing and poetic turns of phrases, you are going to give the impression that you are a dolt. Always have someone proofread your work, if possible, before sending it out. She could catch obvious mistakes you may be missing or do not even know are mistakes.

Tone

- The tone of the correspondence also goes a long way in making it effective. It's imperative to match the tone to the audience. Cover letters for job openings, corporate communications and even e-mails to your boss should be wholly professional. "Hey, Dude, Would you like to hire me?" just won't cut it for such situations. Likewise, your friends will think you're nuts if you start a note with: "Dearest John P. Doe III, How art thou?"

Help To Develop Self Correspondence Skills

Secretary™ helps you to improve your Correspondence skills by providing ready to use knowledge base of well drafted communications / letters / formats. It enables you to incorporate various letters / formats that may have been drafted or designed by you over a period of time.

In any organization 75% of time is spent in interpersonal situations; thus you will find that at the root of a large number of organizational problems is poor communication. Effective communication is an essential component of organization's success whether it is at the interpersonal, inter-group, intra-group, organizational, or external levels.

Intelligent usage of the Centralized Templates Knowledge base, sharing of this knowledge base among employees, regular updates of good communication formats to the Centralized Templates Knowledge base helps your staff to be self-correspondents.

In any organization, generally a few employees possess well groomed communication skills. These are the brains behind effective communication in any organization and it is important for these people to embark on an exercise to build a strong repository of Templates for your communication requirements.

Whether you're a manager, human resource specialist, health care professional, administrative assistant, educator or entrepreneur, you can learn to lead by example. In today's fast-paced business environment everyone is being asked to do more with less. The result: Undermines their performance. (You have to be self-sufficient in correspondence at short notice / as soon as possible.)

You have the ability to add templates to library; you can incorporate various well drafted communications / letters / formats that you may have drafted or designed over a period of time, neatly categorize them and build a Master Communication Knowledge base.

This knowledge base can be shared by any authorized user in the organization as starting point to draft a new communication. Once your Master Communication Templates Knowledge base is in place, the user has to only select an appropriate template to execute his work.

Moreover, at times even you can initiate a communication by selecting an appropriate template and use the Save & Close option to delegate the further work to any employee.

Writing Skills

How to Develop Writing Skills

If you are one who has a hard time finding the right word or expression, you are not alone. Developing strong writing skills takes practice and patience. For some people, writing clearly and concisely does not always come easily. However, there are several ways you can sharpen your skills. Here are some suggestions.

Step By Step

1. Write every day or at least as often as you can. Keep a daily journal. Content is not important here, but the act of writing is. Consistency is key when you develop your writing skills.
2. Read as much as possible. Exposing yourself to what others have written is a great tool. Read books, newspapers and magazines. This will help you with style, sentence structure and word usage.
3. Take a college writing class or an online course to help you develop your writing skills. All colleges offer writing courses. Check out schools nearest you. Many colleges also offer online classes.
4. Learn basic grammar rules. Writing guides such as "The Elements of Style" can be found in the reference section of any bookstore or library. Once you have mastered the basics, writing will not be such a chore.
5. Prepare to write more than one draft. No one's writing is perfect the first time. Read out loud what you have written-this can often help pick up errors you might not have noticed otherwise. Perhaps you can ask a trusted colleague to proofread your work as well.

Basic and Common Office Ethics

Corporate Values	All Employees	Leadership Standards
TEAMWORK <i>We excel together</i>	<ul style="list-style-type: none"> • Collaborates within and across departments to achieve results • Sees it as “our” Game Plan • Recognizes and appreciates contributions of others 	<ul style="list-style-type: none"> • Builds a high performance team • Drives x-functional problem solving • Creates a culture of engagement • Makes decisions aligned with strategy
PASSION <i>Never lose sight of why we are here</i>	<ul style="list-style-type: none"> • Focuses on the big picture • Looks for creative solutions for day-to-day challenges • Demonstrates pride in work 	<ul style="list-style-type: none"> • Focuses the team on a common vision • Inspires, trusts & empowers the team • Reinforces and enhances positive successes • Inspires greatness in others
RESPECT <i>Make every interaction count</i>	<ul style="list-style-type: none"> • Has open and honest communication, listens. • Builds trusting relationships (internal & external) • Seeks to understand first - assumes positive intent 	<ul style="list-style-type: none"> • Facilitates healthy dialogue • Creates x-functional partnerships • Develops and coaches others to enable success • Is a role model in the community
EXCELLENCE <i>Strive to be the best</i>	<ul style="list-style-type: none"> • Challenges the status quo in the spirit of continuous improvement • Has mindset of “flawless execution” • Embraces and adapts to change 	<ul style="list-style-type: none"> • Manages performance • Leads Change • Eliminates organizational barriers to success
INTEGRITY <i>Hold true to what we say</i>	<ul style="list-style-type: none"> • Openly gives and receives feedback • Admits and learns from mistakes • Takes accountability for results and behavior 	<ul style="list-style-type: none"> • Brings transparency to decision making • Supports decisions of peers • Holds team accountable

Administrative Officer Job Description Sample

Job purpose of Administrative officer:

To provide assistance to the company in overseeing and conducting medical readiness, recruiting, training management, supply management, maintenance, security, safety, personnel management, administrative, and public relations programs.

Key duties/responsibilities of Administrative officer:

- Works with other units to coordinate and plan fund-raising, grants, marketing, communications, and outreach activities.
- Independently carries out a portfolio of responsibilities under the department's purview, such as managing committees, securing approvals, and providing communications.
- Provide expert guidance and leadership to more junior staff.
- Perform other related duties as required, e. g., reviews of adequacy of departmental space requirements and technology requirements.
- Implement and monitor support services, including procurement of supplies and services; transport, travel and traffic, communications, engineering and information technology support; and provision of local utilities and service requirements. And others on management information and general administration issues and practices.
- Produce major/complex reports for management, as and when required.
- Provide advice to senior management Works with management to create short- and long-term business plans, including operational, organization, and financial aspects.
- Oversees legal, safety, fiscal and other compliance requirements.
- Oversees facilities, technology, and materials utilized in the department, coordinating with appropriate services.
- Works with management and others to develop and implement operating policies and procedures.
- Manages operating budget and performs analysis and reporting to support decision-making.
- Manages the ongoing financial, operational, and staffing activities of the department.

Secretary/Administrator Job Description Sample

Scope Of Work

A secretary or administrator provides both clerical and administrative support to professionals, either as part of a team or individually. The role plays a vital part in the administration and smooth-running of businesses throughout industry.

Secretaries/administrators are involved with the coordination and implementation of office procedures and frequently have responsibility for specific projects and tasks and, in some cases, oversee and supervise the work of junior staff.

Secretarial/administrative work has changed significantly over the years, and the role varies greatly depending on the sector, the size of the employer and levels of responsibility.

Most work involves both written and oral communication, word processing and typing, and requires relevant skills such as IT, organizational and presentation skills, as well as the ability to multi-task and work well under pressure, often juggling several tasks at once. Within specialist sectors such as law, many secretaries/administrators are required to have relevant, high-level qualifications and/or previous experience.

Typical work activities

Common tasks for the majority of secretaries/administrators include word processing, audio and copy typing, letter writing, dealing with telephone and email enquiries, creating and maintaining filing systems, keeping diaries, arranging meetings/appointments and organizing travel for staff.

Depending on the sector, the role may also include many of the following:

- Using a variety of software packages, such as Microsoft Word, Outlook, Power-point, Excel, Access, etc., to produce correspondence and documents and maintain presentations, records, spreadsheets and databases;
- Devising and maintaining office systems;
- Booking rooms and conference facilities;
- Using content management systems to maintain and update internal databases;
- Attending meetings, taking minutes and keeping notes;

- Invoicing;
- Managing and maintaining budgets;
- Liaising with staff in other departments and with external contacts;
- Ordering and maintaining stationery and equipment supplies;
- Sorting and distributing incoming post and organizing and sending outgoing post;
- Liaising with colleagues and external contacts to book travel and accommodation;
- Organizing and storing paperwork, documents and computer-based information;
- Photocopying and printing various documents, sometimes on behalf of other colleagues.

Typical work activities include:

- Deputizing for the manager, making decisions and delegating work to others in the manager's absence;
- Devising and maintaining office systems, including data management and filing;
- Arranging travel and accommodation and, occasionally, travelling with the manager to take notes or dictation at meetings or to provide general assistance during presentations;
- Screening telephone calls, enquiries and requests, and handling them when appropriate;
- Meeting and greeting visitors at all levels of seniority;
- Organizing and maintaining diaries and making appointments;
- Dealing with incoming email, faxes and post, often corresponding on behalf of their manager;
- Taking dictation and minutes;
- Carrying out background research and presenting findings;
- Producing documents, briefing papers, reports and presentations;
- Organizing and attending meetings and ensuring their manager is well-prepared for meetings;
- Liaising with clients, suppliers and other staff.

In addition to supporting managers, their team and departments, many administrators also have their own personal workload and responsibilities. The scope of work can be extensive and additional duties may include:

- Carrying out specific projects and research;
- Responsibility for accounts and budgets;
- Taking on some of the manager's responsibilities and working more closely with management;
- Being involved in decision-making processes.

Other duties may include:

- Recruiting, training and supervising junior staff and delegating work as required;
- Manipulating complex statistical data;
- Arranging both in-house and external events.

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USAID/MSI-Iraq
Tarabot Project/CSR Program
Human Resources Management Unit
Training and Development

*Effective Administrative Skills
For The Training Centers
The Ministries And Governorates In Iraq*

Participant`s Guideline

Baghdad, Iraq
June, 2012

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Effective Administrative Skills

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Introduction

The Tarabot Project/CSR Program has developed the administrative skills guidelines (participant's guideline and trainer's guideline) for the Training Center (TC) of the Ministries and Governorates in Iraq to building their capacity in the administrative skills topic to be able to train the administrator staff in the ministries and governorates in Iraq to improving their administration skills and performance to producing an effective and efficient admin works in their organizations and assist management in improving the overall organization performance.

Failure in producing an effective and efficient administration in government work could mean that bad organization performance. In most countries the quality of the service delivery competitors are getting tougher every day, intensifying the challenge faced by governments.

All government organizations face challenges, and, in some cases, a struggle for effective and efficient performance and competition with other private companies in delivery important services, as well as with a growing number of service options around world, and budgeting constraints to attract and retain people and resources.

In many of the modern organizations, such as business corporations, Management and Administration; two areas can be separated as specialized roles and taken by different individuals. Because of the nature of most of government organizations with relatively high workforces and a high percentage of duties, budget restriction and public commitments; this is not normally practical. Very often key personnel must take on the responsibilities of both these roles, creating a need to develop the abilities and skills for both areas together.

The continued development of government quality service delivery across Iraq depends on how effectively civil servant functions and meets their obligations. Administrator's employees are responsible clearly to performing a hard work, organization, skills of administration and vision on the part of leadership as a critical role to the success of the organization.

The administration requires a proactive and energetic approach, concentration of efforts on basic, critical tasks without being distracted by non-essential aspects, and enough understanding to recognize when work has been done to the proper standard.

This is not to say that the administrator staff has to be expert in each field involved in the running of the work, only that they should have a sufficient base of knowledge and skills to allow them to either take on tasks themselves or delegate other admin staff in proper way, the skills to coordinate and organize to assist others in their work and the ability to assess the effectiveness of what has to be done.

Running successful job duties is a skill which is mainly learned through practical experience. Moreover, it is not possible in a single training to give a ready solution to all the questions and challenges which you might face. Post training performance evaluation will help the

Training Centers in identifying weaknesses and strengthens and or update needs for training course

This guideline is a practical tool and techniques provides brief knowledge, practical skills and attitudes to the various tasks you can perform within the system, rules and regulations which should be followed in your organization. This guideline is hoped that each bit of information will add to the participant's understanding and ability and contribute to the work of his or her organization. *This guideline is intended to be as practical as possible.*

The Aim and the Audience:

The primary aim of this guideline is to assist the administrators by preparing them for their roles and improving the performance of their duties. It is meant to be a practical guide containing information and ideas collected from the experiences of the Iraq administration duties and feedback and reviewing relevant publications around the world.

The target audience is wider and includes all those involved in the management and administration of government employees, individuals preparing to a position of responsibility and staff who is responsible in run greater admin roles and efforts more effectively.

Training Methods and Approaches

The approach taken is to present an overview of the most important background information, the key skills required by a government organization's leaders and administrators and the critical tasks which the government must carry out on a day-to-day basis.

This guideline presents "A practical way" on how to run an office in short and clear information

The training methods adopted throughout this guideline is to give a key and focus information in the form of bullet points and checklists to practice how to do the essential things well.

Where they are deemed essential, practical discussions are presented as briefly as possible.

The training course will allow to you to learn and practices and after return to your work you can apply and produce your job duties effectively.

Using this Guideline

It is assumed that you, the participant, are a busy person. Therefore you do not necessarily have to read this guideline from cover to cover. If you require information on a specific duty, for example; problem solving, it is possible to turn to the section dealing this duty and find ideas.

You will eventually have the chance to learn in a training course all the subjects presented as developing knowledge is the foundation of successful employee and manager. What is presented here will not automatically make you a good administrator and or manager.

It is expected that some participants will find that their understanding and capabilities are well developed in some areas and that the knowledge of a particular duty is useful only in review while in other areas the practical suggestions made will be of greater interest and value for all and help participant's practices sharing information process and improving communication skills

As you learn the material that follows, you are encouraged to review your current practice and to examine objectively both your own effectiveness and that of your organization. There is always something that can be done differently to improve performance or develop.

A list of the source materials is given as references at the end of this guideline for the participant who wishes to explore the topic in greater depth

This is a practical guide to generally will help you to learn your administrator tasks; this guide provides you with concrete and detailed instructions on how to perform both routine and special activities, using step-by-step instructions and checklists.

Effective Administrative Skills

Administration

The Administration staff provides support to the technical and management teams and senior level positions and the Human Resources divisions with administrative, financial, and quality assurance of effective operations to sustain the strategic direction and productivity in all Divisions in their organizations.

People: Managing Your Most Important Asset.

An Effective Administrator Is A One Who;

- (a) Directs the activities of other persons;
- (b) Undertakes the responsibility for achieving certain objectives through these efforts

The Administrator Needs:

- (a) **Sufficient Technical Skill:** To accomplish the mechanics of the particular job for which he is responsible;
- (b) **Sufficient Human Skill:** In working with others to be an effective group member and to be able to build Cooperative Effort within the team he leads
- (c) **Sufficient Conceptual Skill:** To recognize the interrelationships of the various factors in his situation, which will lead him/her to take that action which is likely to achieve the maximum good for the total organization?

“Do you possess these three basic skills?”

I. “Technical skill

Implies an understanding of, and proficiency in, a specific kind of activity, particularly one involving methods, processes, procedures, or techniques. . . Technical skill involves specialized knowledge, analytical ability within that specialty, and facility in the use of the tools and techniques of the specific discipline. . . . Technical skill can be developed through a sound grounding in the principles, structures, and processes of the individual specialty, coupled with actual practice and experience.”

II. “Human skill

Is the executive’s ability to work effectively as a group member (intergroup relationship) and to build cooperative effort within the team he leads (leadership). This skill is demonstrated in the way the individual perceives (and recognizes the perceptions of) his superiors, equals, and subordinates, and in the way he behaves subsequently. . . By accepting the existence of viewpoints, perceptions, and beliefs which are different from his own, he is skilled in understanding what others really mean by their words and behavior. . . . Development of human skills are rooted in such disciplines as psychology, sociology, and anthropology and these are applied in "applied psychology," "human engineering," and a host of others.”

III. “Conceptual skill

Involves the ability to see the enterprise as a whole, it includes recognizing how the various functions of the organization depend on one another, and how changes in one part affect all the others, and it extends to visualizing the relationship of the individual business to the industry, community, and the political, social, and economic forces of the nation as a whole. . . the success of any decision depends on the conceptual skill of the

people who make the decision and those who put them into action. . . . Conceptual skill can be developed through coaching, job rotation—moving through different functions of the business but at the same level of responsibility; special assignments in which the junior executives serve as adviser... to top management on policy matters, as well as through case-problems course.”

What is Administration?

Management and Administration

Perhaps the best starting point for this guideline is a clarification of what is meant by the terms which feature in its title – management and administration.

Management:

Involves decision making and setting up systems to implement policy; Managers are concerned with making things work – getting their organization to function effectively, meet its obligations and achieve goals. In the context of a government organization, effective management means ensuring that the whole range of staff and partners involved are positively motivated, know what is expected of them and have the authority, resources and support to meet those expectations.

Administration:

Usually refers to the day-to-day running of systems. Administrators are responsible for carrying out decisions and routine, but often important, activities and paperwork. Logic, order and method are qualities associated with smooth administration whereas effective management calls for a spectrum of skills including communication, time management, leadership, teamwork and planning. The two functions are, of course, closely linked. Indeed, one without the other usually spells disaster – both the making and implementation of decisions require good administration to access information and effect action; similarly administration without good management is likely to be inefficient (too much, too little or irrelevant paperwork).



**Do the essential things well! Although this sounds simple;
It can be extremely difficult.**

Effective Organizational Skills

How to Improve Organizational Skills

If you improve your organization skills, you will eliminate anxiety and stress from numerous areas in your life. If you are overwhelmed with the day to day routine and clutter, step back and away from your daily stresses for a moment and use the steps in this article to eliminate some of the chaos.

Important Organizational Skills

Organizational Skills in the Workplace

Organizational skills in the workplace can include planning and meeting deadlines.

- Organizational Skills for Meetings
- Types of Organizational Behavior in the Workplace
- Organizational & Time Management Skills
- Organizational Structures in the Workplace
- About Workplace Readiness Skills
- Listening Skills Activities for the Workplace

Along with communication and computer skills, organizational skills are one of the most important transferable job skills a worker can possess. Companies need workers who can stay organized and focus on the projects at hand. However, company managers must also organize the work of their employees. Organizational skills in the workplace can include general organizing, planning, time management, scheduling, coordinating resources and meeting deadlines.

General Organizing Skills

Employees in the workplace must have general organizational skills, which allow them to determine the supplies they need, how to arrange their files and whom to contact for specific information. Managers who work with employees will often organize the work of employees to keep them busy, especially those that require a lot of direction, like file clerks or contract workers.

Planning

Planning is a needed workplace skill, and it is particularly important as person advances into more supervisory or managerial roles. Most work is centered around certain projects that must be completed within a specific time period. Projects are usually divided into many different tasks, and workers must plan their tasks ahead of time to bring the project to fruition. A person can also plan ahead in case certain problems come up that could potentially delay the project.

Scheduling

Scheduling involves allocating a time period for specific tasks or workload, and then assigning tasks to certain employees. For example, small restaurant and retail businesses must be able to schedule the appropriate amount of workers on different days depending on busy times. It is important to account for peak periods when scheduling, according to the article "Seven Best Practices For Employee Scheduling" at HR Directory, an online human resources reference. Managers must also schedule dates for specific project tasks to be completed. Many small company managers use organizers to stay on track with their assignments.

Coordinating Resources

Coordinating resources is another important organizational skill in the workplace. Managers must know how to coordinate both internal and external resources. For example, a marketing manager often hires a marketing research agency to conduct surveys, tabulate the results and deliver the data tables. Subsequently, the marketing manager analyzes the data, writes the report and prints or emails it to upper management to complete the project. Managers must also know how to use internal resources. For example, a manager that has an invoice about an overdue bill from a vendor will need to see accounts payable to resolve the issue.

Meeting Deadlines and Time Management

One of the most important organizational skills is the ability to meet deadlines and use time wisely. It usually takes a little experience before a manager can properly assign tasks, allocate resources and complete a project on time. Meeting deadlines requires time management skills, which is an important organizational skill itself. Managers that meet deadlines consistently have the ability to prioritize tasks, delegate and be productive, according to Reference for Business.

Organizational skills can improve every area of your work:

Organizational skills require constant awareness, commitment to your goals and adhering to a routine or system you set up for yourself to follow. They can benefit any workers.

Effective Organizational Skills

Step By Step:

1. Create a to-do list for each day. Then keep the list with you, and refer to it often. Cross things off when you do them.



2. Keep a planner, and use it faithfully. You can use a paper planner, or you can put future appointments into your smart phone or electronic device. Be sure to enter events that are far in the future.
3. Take notes when you speak with people.
4. Look at your planner and notes each day, so that you are ready for the next day. Move anything you have not completed on that day's to-do list to the next day's list.
5. Get sufficient sleep. People who are tired have a tendency to put things off for another day.
6. Clear a Space on Your Desk: In order to improve your task management you need a peaceful, clean space where you can organize your tasks, file your papers and decide

on your next plan of action. Find a space in your home where you can sit at a clean desk and spend time planning out your schedule.

7. Automate as Many Tasks as Possible:

Get a simple calendar program for your computer and set up reminders for any upcoming appointments that you know of. Set up to do lists with reminders so that you always know what the highest priority task is.

8. The key to organization is to set up helping aids for your-self so that you can remove sources of stress and overwhelm.

9. Create a Structured Schedule: If you are always bombarded with a million tasks and never know what to do next, you need to create a structured task schedule. Pick a day of the week and always do these tasks on the allocated day and time. Create a work schedule where you are doing your doing the hardest tasks during a time of day when you are least tired.



10. Delegate and Ask for Help Where Possible: If you can delegate someone who is a good organizer to help with some of your tasks, make that a priority. If other people in your section can help with some of the things on your place.

11. Eliminate the Clutter: It is easier to think in a clean space with no clutter. Throw out junk mail as it comes in. Put away things the moment you are done with them. If you have cluttered everywhere pick a small area that you can de-clutter and start there. Work on de-cluttering 10 minutes at a time.

12. You can improve organization skills easily by using conscious task management and creating a clear task schedule that you can adhere to.

Checklists

- When you create a checklist, you show off your organization skills in a couple of ways. First, you have a handy to-do list which helps you work through tasks and responsibilities more efficiently. Secondly, you clear all of that information out of your mind, which can help you focus on other things.

Schedules

- Scheduling tasks that you want to get accomplished and posting them where they can be seen will help create an organized job. Rather than try to remember all of your tasks in your head, and possibly forgetting some, and you can realize more efficient time management by accomplishing what you've committed to at the time that you said you would do it.



Clean Your Area

- Whether it is a tiny dorm room or huge custom-built home, removing physical clutter from your space will go a long way toward making your whole life more organized. It is difficult to enjoy any type of flow in your thoughts or activities when there is stuff everywhere you turn. Put items back in their places and dump what you don't need and haven't used.



Prioritize

- It can be hard to feel that your life is organized when there are important uncompleted tasks hanging over your head all the time. Learn to prioritize and you will eliminate the most crucial jobs early on. You will find that you have much more time and resources to complete all of your tasks in a timely manner. It can be as simple as creating short and long term priority lists and devoting the time it takes to complete each one

Break Up Tasks

- One easy way to feel organized and combat delay is to break up tasks into smaller, more manageable tasks. Often, looking at a job as whole results in never starting. By breaking each job up into smaller pieces, it changes your perception and you will be able focus on one little task that won't take up much time.

Personal Organization

- Maintaining a personal organizational system helps employees stay on track with projects, meetings and their daily schedule. Prioritize projects in order of importance by developing to-do lists. Prioritization abets time management skills, which are an extension of organizational skills. Daily planners and computerized scheduling tools are effective organizational tools that help employees stay organized, as well.

Filing System

- Keeping a filing system prevents important documents from getting lost in the shuffle (or accidentally thrown away). A filing system is useful for storing client records, meeting minutes, project summaries and contracts. Organizing files alphabetically or chronologically allows employees to access information quickly, rather than having to search through various documents.

Workspace

- Workspaces, such as desks and computer stations, should be organized so that things are easy to find and the employee has an adequate amount of space with which to work. Getting rid of clutter is an important step -- too much clutter can hinder productivity and efficiency. It is also important to gather wiring from telephones and computers and keep it untangled and out of your way.

How to Prioritize Tasks Effectively

It can be difficult to prioritize tasks in the most effective way. When you have a long To Do list, it can be quite overwhelming. In fact, you can feel so overwhelmed by a lengthy To Do list that the feeling of being overwhelmed can stop you in your tracks, preventing you from accomplishing anything at all. One way to stop feeling overwhelmed and get back to accomplishing the tasks on your To Do list is to prioritize tasks. This technique is effective for work-related tasks and for personal tasks as well. Read this article for specific tips about how to prioritize.

Step By Step:

1. Write down an initial draft of a To Do list. If you are walking around with your To Do list in your head (rather than having it written down on paper) you will not be able to do a proper rewrite of your list with your tasks enumerated in terms of priority. Don't make the list too long, as that can also be overwhelming. You don't need to write each individual sub-task on this list, just the "broad strokes" of what you would like to accomplish. (After all, the whole point of this prioritizing exercise is not to wind you up, but to help you.) The first time you do this, you may want to limit yourself to writing down a certain number of tasks (perhaps five or six).
2. Once you have written down these five or six tasks that you would like to accomplish, you will have a clearer picture. Take a look at them and give yourself some time to analyze which tasks you feel you ought to accomplish first. In other words, which of the five or six tasks on your list is the very top priority, which is the second priority, and so on?
3. Don't rush through this exercise. Sometimes it is not clear immediately what needs to be accomplished first, second, etc., and only after some thoughtful analysis will you be able to determine which tasks needs to be tackled sooner and which ones can wait. Once you have completed your analysis, you can rewrite the To Do list with the top priority task listed first, and so on and so forth.

4. If you are having trouble prioritizing tasks on your own either at work or at home, do not hesitate to ask for help. Perhaps your colleague could be of some assistance.
5. Asking for help is not a sign of weakness. On the contrary, it is an indication that you are willing to collaborate and be a team player, and that you are open to constructive feedback and help from those who care about you and who want to help you prioritize and feel less overwhelmed than you currently feel.

Steps to Prioritize Tasks

	Urgent	Not Urgent
Important	<p style="color: red; font-weight: bold; margin: 0;">I</p> <ul style="list-style-type: none"> • Crises • Pressing Problems • Deadline Driven • Projects, Meetings • Preparations, Planning 	<p style="color: red; font-weight: bold; margin: 0;">II</p> <ul style="list-style-type: none"> • Preparations • Presentations • True Recreation • Empowerment • Values Clarification • Relationship Building
Not Important	<p style="color: red; font-weight: bold; margin: 0;">III</p> <ul style="list-style-type: none"> • Interruptions • Some Phone Calls • Some Mail, Some Reports • Many Proximate Pressing Matters • Many Activities 	<p style="color: red; font-weight: bold; margin: 0;">IV</p> <ul style="list-style-type: none"> • Trivia, Busywork • Junk Mail • Some Phone Calls • Time Wasters • Escape Activities

Effective Coordination Skills

Defining coordination:

Coordination means working together in a logical way toward some common result or goal. The operational definition of coordination, however, varies among personnel from different organizations. Definitions of coordination range from centralized coordination to simple information sharing between organizations.

Between these two opposing viewpoints is a definition of coordination in which organizations have the will, instruments and trained personnel for effective collaboration with each other. Perhaps the greatest challenge to coordination is the inherent difficulty of identifying a common purpose and approach among organizations whose mandates, methods, resources and systems are diverse. The incentive to coordinate comes from experiences where the lack of coordination results in conflicts and misunderstanding.

Systems

For effective coordination, appropriate and documented governance and accountability frameworks must be in place, with a written agreement – such as a memorandum of understanding – outlining the roles, responsibilities and contributions of each agency; Sufficient and appropriate resources must be available to deliver the required tasks; and effective indicators to measure the progress and success of the activity from an established baseline must be agreed, with remedial action being taken when necessary.

Behaviors

For effective coordination, civil servants need the right skills and competencies to work collaboratively; over time they must come to share common culture, language and values; and the culture of their respective organizations must support them to do so.

Information Sharing

Lack of understanding or simple miss-communication often prevents organizations from realizing that they share many interests, especially when it comes to the welfare of their beneficiaries. Often, they may desire the same end-goal and may share many philosophical and conceptual approaches. Sharing and exchange of information is one of the basic coordination activities. Organizations can share their objectives, mutual interests, strengths and limitations, viewpoints and many other things including:

- The roles and responsibilities of each agency and specific resources and response
- Geographical area of operation
- Purpose of planned activities
- Priority needs and gaps in assistance
- Issues related to the situation or context (e.g. political situation, security, local conditions)
- Other information characterizing the input of each agency

Collaboration

Collaboration is more than simply sharing and exchanging information. Collaboration means that organizations assess the situation together, share ideas on how to overcome the problem and initiate practical responses together.

Development of Joint Plans

One of the most important results of joint assessment, information sharing and management is the conversion of information into a plan of action, utilizing a strategic planning approach. The plan for strategic coordination will identify, from a broader perspective, which organization will be performing a given task in a particular geographic location. The strategic plan identifies actions that maximize cost-effectiveness and speed of response. It should also include the mechanism for sharing operational support resources among the organizations.

The Elements of a Strategic Plan for Coordination Include:

- The emergency's needs and resources assessment
- The goals and objectives of the operation
- Identification of roles and resources of organizations
- Comparative analysis of advantages and drawbacks of organizations
- Identification of potential duplication or gaps in provision of assistance
- Identification of actions to be taken, by whom, ensuring no unnecessary duplication of services
- Identification of operational support coordination activities, e.g. shared facilities and other resources
- Implementation schedule

General Barriers in Coordination

Barrier	Example
Coordination viewed as low priority	Members of some organizations think that coordination is not really necessary and do not follow through with commitments.
Costs and benefits are viewed as unsatisfactory	Staff of some organizations thinks the costs of coordination or the program costs will be higher than the benefits.
Resources are not available	Some organizations which may want to participate in a coordinated effort have inadequate resources to contribute to the effort
Diffusion of "credit"	Sometimes recognition is the only form of personal reward that members of organizations receive. In a coordinated effort, however, "credit" for or acknowledgement of individual contributions may get lost or diffused.
Lack of trust	Organizations may have a history of poor relations among staff leading them to see each other as threats, competitors and/or untrustworthy.
Highly centralized bureaucratic organizations	Coordination will be hindered by divisions that must generally seek approval from their headquarters prior to approving inter-organizational Goals or making commitments of time and resources.
Lack of coordination skills, knowledge and experience	Organizations that do not understand the preconditions and dynamic nature of coordination or that field representatives without proper training or skills will frustrate and be frustrated by coordination efforts.
Staff turnover	Frequent staff turnover threatens policy continuity, coordination agreements and institutional memory. Trust often depends on increased levels of familiarity and contact among parties, which is lost with high turnover rates.
Ineffectual or inappropriate coordination leadership	Participation in coordination may break down if the leadership is autocratic, imposing their decisions and agenda on the body. Lack of leadership skills or resources will diminish the value and quality of the coordination effort.

Problem Solving

Problem Solving Skills

Problem solving is a key skill, and it's one that can make a huge difference to your career. At work, problems are at the center of what many people do every day. You're solving a problem for your organization; internal staff and for a client, supporting those who are solving problems, or discovering new problems to solve.

The problems you face can be large or small, simple or complex, and easy or difficult to solve. Regardless of the nature of the problems, a fundamental part of every administrator and manager's role is finding ways to solve them. So, being a confident problem solver is really important to your success.

Much of that confidence comes from having a good process to use when approaching a problem. With one, you can solve problems quickly and effectively. Without one, your solutions may be ineffective, or you'll get stuck and do nothing, with sometimes painful consequences.

There are Four Basic Steps in Problem Solving:

- 1. Defining the problem.*
- 2. Generating alternatives.*
- 3. Evaluating and selecting alternatives.*
- 4. Implementing solutions.*

In this "Problem Solving" section you will focus on helping yourself to make a success of the first of these steps; defining the problem.

A very significant part of this:

- Involves making sense of the complex situation in which the problem occurs
- So that you can pinpoint exactly what the problem is ?
- Then review some useful, well-established problem-solving frameworks.



Defining the Problem

The key to a good problem definition is ensuring that you deal with the real problem – not its symptoms. For example, if performance in your department is substandard, you might think the problem is with the individuals submitting work. However, if you look a bit deeper, the real problem might be a lack of training, or an unreasonable workload.

Why and Root Cause Analysis help you ask the right questions, and work through the layers of a problem to uncover what's really going on. It's also important to ensure that you look at the issue from a variety of perspectives. If you commit yourself too early, you can end up with a problem statement that's really a solution instead.

Understanding Complexity

When your problem is simple, the solution is usually obvious, and you don't need to follow the four steps that have been outlined earlier. So it follows that when you're taking this more formal approach, your problem is likely to be complex and difficult to understand, because there's a web of interrelated issues.

When your problem occurs within a business process, do one of the following:

- Creating a Flow Chart,
- Swim Lane Diagram
- Systems Diagram

These will help you:

- See how various activities and inputs fit together.
- Identify a missing element or bottleneck that's causing your problem.

Problem-Solving Processes

The four-step approach to problem solving will serve you well in many situations. However, for a more comprehensive process, you can use the following tools;

- Simplex
- Appreciative Inquiry
- Soft Systems Methodology (SSM)

These provide detailed steps that you can use to solve a problem effectively as follows:

Problem Solving; Simplex Tool : Eight-Stage Process:



These steps build upon the basic process described earlier, and they create a cycle of problem finding and solving that will continually improve your organization.

Problem Solving; Appreciative Inquiry

Takes a uniquely positive approach by helping you solve problems by examining what's working well in the areas surrounding them.

Problem Solving; Soft Systems Methodology

It is designed to help you understand complex problems so that you can start the process of problem solving.

It uses four stages to help you uncover more details about what's creating the problem, and then define actions that will improve the situation.

Using these tools – and others on these Problem Solving Methods – will help you improve your approach to solving the problems that your team and your organization face. You'll be more successful at solving problems and, because of this, more successful at what you do. What's more, you'll begin to build a reputation as someone who can handle tough situations, in a wise and positive way.

Meeting Management



Planning Effective Meetings:

Meeting management tends to be a set of skills often overlooked by leaders and managers. The participant might pick which suggestions best fits the particular culture of their own organization. Keep in mind that meetings are very expensive activities when one considers the cost of labor for the meeting and how much can or cannot get done in them.

Take Meeting Management Very Seriously:

The process used in a meeting depends on the kind of meeting you plan to have, e.g., staff meeting, planning meeting, problem solving meeting, etc. However, there are certain basics that are common to various types of meetings.

These Basics Are Described Below:

Any important activity would include a long list of suggestions. The list seems to become much smaller once you master how to conduct the activity.

Selecting Participants:

- The decision about who is to attend depends on what you want to accomplish in the meeting. This may seem too obvious to state, but it's surprising how many meetings occur without the right people there.
- Don't depend on your own judgment about who should come. Ask several other people for their opinion as well.
- If possible, call each person to tell them about the meeting, its overall purpose and why their attendance is important.
- Follow-up your call with a meeting notice, including the purpose of the meeting, where it will be held and when, the list of participants and whom to contact if they have questions.
- Send out a copy of the proposed agenda along with the meeting notice.
- Have someone designated to record important actions, assignments and due dates during the meeting. This person should ensure that this information is distributed to all participants shortly after the meeting.

Developing Agendas:

- Develop the agenda together with key participants in the meeting. Think of what overall outcome you want from the meeting and what activities need to occur to reach that outcome. The agenda should be organized so that these activities are conducted during the meeting.
In the agenda, state the overall outcome that you want from the meeting.
- Design the agenda so that participants get involved early by having something for them to do right away and so they come on time.
- Next to each major topic, include the type of action needed, the type of output expected (decision, vote, action assigned to someone), and time estimates for addressing each topic.
- Ask participants if they'll commit to the agenda.
- Keep the agenda posted at all times.
- Don't overly design meetings; be willing to adapt the meeting agenda if members are making progress in the planning process.
- Think about how you label an event, so people come in with that mindset; it may pay to have a short dialogue around the label to develop a common mindset among attendees, particularly if they include representatives from various cultures.

Opening Meetings:

- Always start on time; this respects those who showed up on time and reminds late-comers that the scheduling is serious.
- Welcome attendees and thank them for their time.

- Review the agenda at the beginning of each meeting, giving participants a chance to understand all proposed major topics, change them and accept them.
- Note that a meeting recorder if used will take minutes and provide them back to each participant shortly after the meeting.
- Model the kind of energy and participant needed by meeting participants.
- Clarify your role(s) in the meeting.

Establishing Ground Rules for Meetings:

- You don't need to develop new ground rules each time you have a meeting, surely. However, it pays to have a few basic ground rules that can be used for most of your meetings. These ground rules cultivate the basic ingredients needed for a successful meeting.
- Four powerful ground rules are: participate, get focus, maintain momentum and reach closure. (You may want a ground rule about confidentiality.)
- List your primary ground rules on the agenda.
- If you have new attendees who are not used to your meetings, you might review *each* ground rule.
- Keep the ground rules posted at all times

Time Management:

- One of the most difficult facilitation tasks is time management -- time seems to run out before tasks are completed. Therefore, the biggest challenge is keeping momentum to keep the process moving.
- You might ask attendees to help you keep track of the time.
- If the planned time on the agenda is getting out of hand, present it to the group and ask for their input as to a resolution.

Evaluations of Meeting Process:

- It's amazing how often people will complain about a meeting being a complete waste of time -- but they only say so after the meeting. Get their feedback during the meeting when you can improve the meeting process right away. Evaluating a meeting only at the end of the meeting is usually too late to do anything about participants' feedback.
- Every couple of hours, conduct 5-10 minutes "satisfaction checks".
- In a round-table approach, quickly have each participant indicate how they think the meeting is going.

Evaluating the Overall Meeting:

- Leave 5-10 minutes at the end of the meeting to evaluate the meeting; don't skip this portion of the meeting.
- Have each member rank the meeting from 1-5, with 5 as the highest, and have each member explain their ranking
- Have the chief executive rank the meeting last.

Closing Meetings:

- Always end meetings on time and attempt to end on a positive note.
- At the end of a meeting, review actions and assignments, and set the time for the next meeting and ask each person if they can make it or not (to get their commitment)
- Clarify that meeting minutes and/or actions will be reported back to members in at most a week (this helps to keep momentum going).

Take Minutes

Why Should a Team Take Minutes?

- Permanently recording a meeting lets people know that they have been listened to.
- Minutes provide a historical record that can be used in future meetings for verification of decisions and as a reminder of events and actions.
- Minutes can provide important information to people who were unable to attend the meeting.
- Minutes help keep everyone on track. If a group knows that everything is being documented, it will be more likely to stick to the agenda and act kindly to one another.
- People are less likely to repeat themselves from meeting to meeting if they feel their concern or issue has been documented.
- However, it is not necessary to take minutes if the meeting is very short, extremely casual, or informal; if the level of trust is high among participants; if the reason for the

meeting is primarily social; or if no significant decisions or actions will be taken (however, it may be very important to document the content of an “informational” meeting).

What Are Different Ways to Take Minutes?

- Take written minutes and transcribe them after the meeting.
- Record key points on a flipchart, chalkboard, or whiteboard, and have someone document them at the end of the meeting.
- Tape-record the meeting and type up key points (or make a complete transcript, though this is rarely called for) after the meeting. Remember to ask permission of everyone in the room to record their remarks.
- Type the minutes directly onto a computer during the meeting (though you may need to edit and correct afterward).

What Should Be Included in the Minutes?

- Name of the group, place, time, and date of the meeting
- Names of committee members present (send a signing sheet around during the meeting)
- Names of committee members excused or absent
- List of observers and guests, including their affiliation a statement that the minutes of the previous meeting were approved as read or revised key items discussed in the order listed on the agenda, with a brief description of the discussion (an actual transcript is usually unnecessary); important comments, decisions, questions, and action steps.

If a member of the committee is assigned a specific task, be sure to state the person’s name and the responsibility accepted.

- The time the meeting was adjourned and the date, time, and place of the next meeting (with directions if necessary)
- It is also very important to document any motions made, the names of the people originating the motion, whether the motion was accepted or rejected, and how the vote was taken (show of hands, voice vote, or other method).
- The recorder’s name and signature

- A sheet attached to the minutes entitled "Action Items" that lists any action agreed to, the responsible committee member, and the due date.

Tips for Taking A Good Minutes?

- Sit next to the chairperson for help or during meetings.
- Remain Neutral In Your Documentation.
- Be As Clear and Concise As Possible.
- Don't Try To Write Every Single Word

*By having a clear, Complete Record of the Meeting's Events,
You Can Be Sure That These Decisions Won't Just Be Forgotten
When You End Your Meeting*

Tips for Taking A Good Minutes?

- *Sit next to the chairperson, if possible, for help or clarification during meetings.*
- *Remain neutral in your documentation.*
- *Be as clear and concise as possible.*
- *Don't try to write every single word unless the exact wording of a statement is important (for example, if the group decides on a mission or vision statement, it should be included exactly as agreed).*
- *It is sufficient to paraphrase what was said, but be alert to the possibility of making changes in meaning.*
- *If important decisions have been made during the meeting or tasks assigned.*
- *You may wish to take the last few minutes of the meeting to review them with the group to be certain that you have recorded them accurately.*

Write an Executive Summary

This training is relevant to learn you:

- How to write executive summaries
- How to articulate your message
- How to improve goal-driven writing
- How to present Your Summaries in a concise and persuasive manner

Who Is It For?

It is important to know how to write an effective and quality executive summary in order to achieve a goal, then these above steps for you.

- *Executive Summaries are often used to introduce a proposal, business plan, report, or other type of document.*
- *A good Executive Summary is critical because many people may read no further.*
- *Learn how to write an Executive Summary that can persuade the reader all by itself.*
- *But did you know that a good Executive Summary is not really a "summary" at all?*
- *An Executive Summary has a very specific and important job to do and needs to be more than just a light weight or condensed version of your proposal.*
- *This document will show you how to avoid the trap of preparing an Executive Summary that is redundant and doesn't add any value.*

This Lesson Addresses:

- *Writing specific types of Executive Summaries*
- *Why an Executive Summary might not actually contain a summary*
- *How to introduce your topic in writing*
- *Multiple strategies for preparing to write an Executive Summary*
- *How to incorporate your success strategies into writing the Executive Summary*
- *Advice for how to format your Executive Summary*
- *How to be persuasive in writing*
- *List of questions that you should answer in your Executive Summary*

Time Management



Without efficient and effective time management and planning skills, you will have a hard time developing other skills or accomplishing as much as you would like to. By mastering time management skills first, you will be able to incorporate times for improving your other organizational skills into your schedule.

Time management includes keeping to a schedule you plan based upon your priorities and needs and not getting thrown off by inevitable distractions.

Administrators must incorporate time management into their organizational skill sets for success at their organizations. Incorporate time management skills into your life to get the most of the limited time available to you.



Getting Started With Time Management

Effective Time Management

- It's not about what to do; it's about when to do.
- Sometimes new stuff come, plans change; you don't know how to reorganize your day.
- Do it in a couple of clicks, get the best of your time, and get the best of your life.

Effective time management is a primary means to a less stressful life

These practices can help you reduce your stress and reclaim your personal life.

- Do you find yourself overwhelmed by the number and complexity of projects / tasks that need to be completed at work each day?
- Do you often feel as if you haven't paid enough attention to each task because other tasks keep landing on your desk?
- Co-workers interrupt you with questions or you can't get it all organized?

Managing your time effectively will help you get more done each day:

- By managing your time more wisely, you can improve your quality of work .
- But how do you get back on track when organizational skills don't come naturally?
- To get started, choose one of these strategies, try it for few weeks and see if it helps. If it does, consider adding another one. If not, try a different one.

Tips to Manage Your Time and Improve Productivity:

- **Plan each day.** Planning your day can help you accomplish.
- **Write a to-do list,** putting the most important tasks at the top.
- **Keep a schedule of your daily activities** to minimize conflicts and last-minute rushes.
- **Prioritize your tasks.** Time-consuming but relatively unimportant tasks can consume a lot of your day. Prioritizing tasks will ensure that you spend your time and energy on those that are truly important to you.
- **Say no to nonessential tasks.** Consider your goals and schedule before agreeing to take on additional work.
- **Delegate.** Take a look at your to-do list and consider what you can pass on to someone else.
- **Take the time you need to do a quality job.** Doing work right the first time may take more time upfront; errors result in time spent making corrections, which takes more time overall.
- **Break large, time-consuming tasks into smaller tasks.** Work on them a few minutes at a time until you get them all done.
- **Practice the 10-minute rule.** Work on a dreaded task for 10 minutes each day. Once you get started, you may find you can finish it.
- **Evaluate how you're spending your time.** Keep a diary of everything you do for three days to determine how you're spending your time. Look for time that can be used more wisely.
- **Limit distractions.** Block out time on your calendar for big projects. During that time, close your door and turn off your phone, pager and email.

- **Get plenty of sleep, eat a healthy diet and exercise regularly.** A healthy lifestyle can improve your focus and concentration, which will help improve your efficiency so that you can complete your work in less time.
- **Take a time management course.** If your employer offers continuing education, take a time management class.
- **Take a break when needed.** Too much stress can derail your attempts at getting organized. When you need a break, take one. Take a walk. Do some quick stretches at your workstation. Take a day of vacation to rest and re-energize.

Practice these techniques to become the master of your own time:

1. Carry a schedule and record all your thoughts, conversations and activities for a week. This will help you understand how much you can get done during the course of a day and where your precious moments are going. You'll see how much time are actually spent producing results and how much time is wasted on unproductive thoughts, conversations and actions.
2. Any activity or conversation that's important to your success should have a time assigned to it. To-do lists get longer and longer to the point where they're unworkable. Appointment books work. Schedule appointments with yourself and create time blocks for high-priority thoughts, conversations, and actions. Schedule when they will begin and end. Have the discipline to keep these appointments.
3. Plan to spend at least 50 percent of your time engaged in the thoughts, activities and conversations that produce most of your results.
4. Schedule time for interruptions. Plan time to be pulled away from what you're doing. Take, for instance, the concept of having "office hours." Isn't "office hours" another way of saying "planned interruptions?"
5. Take the first 30 minutes of every day to plan your day. Don't start your day until you complete your time plan. The most important time of your day is the time you schedule to schedule time.
6. Take five minutes before every call and task to decide what result you want to attain. This will help you know what success looks like before you start. And it will also slow time down. Take five minutes after each call and activity to determine whether your desired result was achieved. If not, what was missing? How do you put what's missing in your next call or activity?
7. Put up a "Do not disturb" sign when you absolutely have to get work done.

8. Practice not answering the phone just because it's ringing and e-mails just because they show up. Disconnect instant messaging. Don't instantly give people your attention unless it's absolutely crucial in your business to offer an immediate human response. Instead, schedule a time to answer email and return phone calls.
9. Block out other distractions like Facebook and other forms of social media unless you use these tools to generate business.
10. Remember that it's impossible to get everything done. Also remember that odds are good that 20 percent of your thoughts, conversations and activities produce 80 percent of your results.

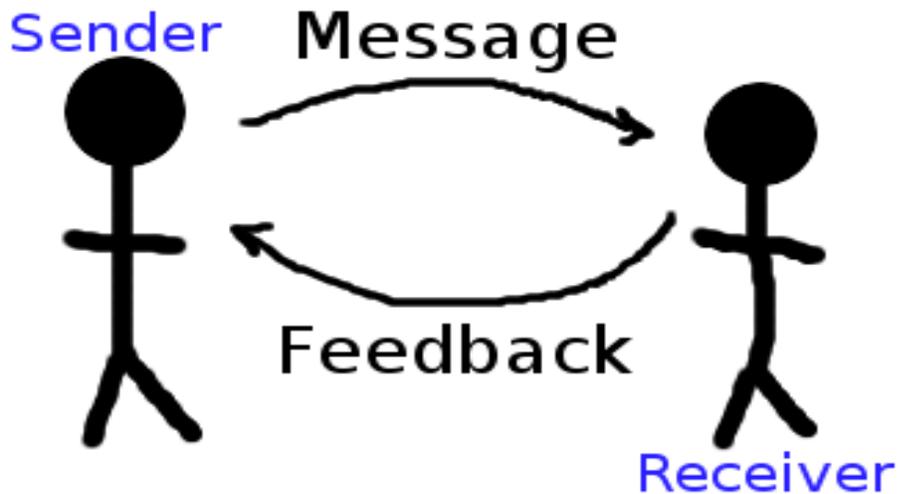
Filing Skills

- Filing skills are important to almost every professional and academic career.
- Skillful filing of both paperwork and digital files can turn an hour's worth of frustrated searching into a simple five-minute task.
- Identify effective categorization schemes for all of your digital and analog media and stick to them all the time.
- Whenever you need to find a file for a project or job, it will be right where you left it.
- For writers, photographers, medical records specialists, prolific artists, inventory managers and even stay-at-home moms and dads, filing skills will help to reduce stress and save you time for accomplishing the things you have set out to do.
- Filing skills can be used to organize anything from a small binder to an entire floor of file cabinets or multiple hard drives on a computer.

Stress Management Skills

- By making improvements to your time management and filing skills, you will have come a long way toward reducing the effects of stress in your life.
- Stress management comes down to how you organize your thoughts and your inner life in reaction to events, circumstances and people in your outer life.
- Be kind to yourself and refrain from judging yourself.
- Instead, judge the results of your actions and steer them toward your goals.
- Practice relaxation techniques that appeal to you.
- Incorporate meditation and massage into your life to get a clear mind and relaxed musculature in order to better organize your thoughts and the rest of your life.
- Worry and anxiety make everything else more difficult.
- By learning to organize your thoughts and reduce stress, the rest of your organizational tasks will be much more easily accomplished.

Effective Communication Skills



Having effective communication skills is imperative for your success. Positive communication will certainly increase the opportunities you find in your career and business. Having good communication skills will enable you to get ahead in certain areas where others who are less assertive may not succeed. A few things to keep your eyes on while practicing the fine art of communication are:

Body Language

Do not shy away from the person with whom you are speaking. Be sure to maintain a relaxed, but not slouching posture, regardless whether you are the one speaking or listening. Other things that ensure your body is communicating your attentiveness to the conversation can include:

- Making eye contact.
- Nodding occasionally to acknowledge a strong point in the conversation.
- Standing with hands clasped in front of you, never crossing your arms.
- Not displaying nervous ticks such as wringing hands, picking at your nails, or anything that the person communicating with you will view as a distraction from their conversation.

Speech and Attentiveness

When speaking, you need to be clear and concise. Speak on important matters directly and do not waste time with long drawn out stories that will cause your listener's mind to wander. Make sure you ask whether they understand, and be willing to further explain any of your points. Do not expect someone to just "know" what you are saying, even if it is crystal clear in your own mind.

In addition, one of the most important aspects of verbal communication is the ability to practice active listening. This is not just actively waiting to talk. Always make mental notes of key points when someone is speaking to you. That way once you are given a chance to speak, you can respond to the most vital issues being dealt with. When others are speaking, try to think about the exact words that they are saying. If you practice this, you will comprehend and contain 75 percent more of the information that you hear.

Communication Consistency

Maybe your weakness is in the quality or quantity with which you communicate to your employees. Communication seems to have dwindled to superficial small talk. Great communicators practice the ability of consistent communication by remaining available. Do not be afraid to be the one who voices any concerns or difficulties.

However, ensure that you are practicing open and honest communication with those who may depend on you. Be available and bold with tact.

Be sure to leave communication lines open to those who may need to address problems with you. You will find that you prevent the small issues that normally have the habit of becoming large ones by making those in your life aware that you are open to discussing issues at any time.

Patience

During your communications with others always give them time to communicate their issues as well. Remaining focused on what they are trying to communicate will show them that you are indeed open to assisting with their issues. Many of people's communication lines tend to break down on the side where impatience is in a rush to get out of the conversation. Since you cannot control the other side, do yourself a favor and take a breath. The conversation you're involved in is important.

If you are confused as to what someone may be requesting, than repeat back to him or her what you think they said and ask if that is correct. Often this will inspire the speaker to be more in-depth about their needs, which will help you to understand them fully.

Practicing Effective Communication Skills

If someone has communicated a need or an issue to you, then your main priority should be to aid him or her in repairing the problem. Following up on an issue is the only way to convince others whom you need to communicate with that you have listened to them and that their problems or issues are important to you as well.

Practicing strong follow-up will also leave the impression that you are involved in the bigger picture. When people see this commitment, they will know you are open to future communications. This creates a loyal and discerning surrounding that cultivates positive movement and communication. This will develop a strong sense of confidence in those with whom you communicate.

Conclusion

Since the world is so incredibly diverse and communications come in such a wide variety of forms, it is important to know many appropriate and helpful interpersonal skills. By practicing the few suggestions found here, you will find yourself understanding more of what people say and repeating yourself less to other people. Your co-workers and friends will have the confidence to come to you when they find themselves in need. Remember, great communication skills take practice.

How to Improve Verbal Communication Skills

Learning to speak with authority and confidence can make you more successful in the workplace, and even help your dating life. Communicating with a trembling monotone voice can send the message that you lack confidence and adequate social skills. Although it can be difficult to develop strong communication skills, doing so can have a positive impact on both your business and personal interactions.



Step By Step:

1. *Think before you speak.* Organizing your thoughts before speaking can reduce the amount of awkward pauses and verbal "hiccups." It can also eliminate the need to make excessive amounts of clarifying statements. Although it's not possible to make an outline for impromptu dialogue, writing down your thoughts before planned discussions can improve your speaking prowess.
2. *Use direct and concise language.* It's not necessary to use complex terminology to drive home important points. Sometimes using complicated words and sentence structures can cause more confusion than it explains. Avoid using "big words" to sound more educated because this can quickly backfire, unless you're sure of their usage and pronunciations.
3. *Vary your vocal tone.* Express interest in what you're saying so others will pay attention to you. Use inflection to add emphasis to key phrases. Raise and lower your pitch to express active emotion. Avoid blank stares that stem from being bored.
4. *Pronounce words completely and correctly.* Avoid chopping off the ends of words or running entire words together. Slow down when pronouncing difficult words to minimize mispronunciations. Practice your diction by recording yourself and analyzing the results. Don't use regional dialect as an excuse to continue making pronunciation errors. Taking the time to correct deficiencies can enhance your communication confidence and ability.

5. *Master your nonverbal communication skills.* Understand that your body language also has an effect on how your verbal communication is interpreted. Speaking with poor nonverbal cues such as slumping your shoulders or scowling can detract from the effectiveness of your words. Stay in positive control of your body language to ensure your words are assessed correctly.

Good Communication



Official Correspondence

About Effective Written Communication Skills

A number of aspects need to be kept in mind when you send out written correspondence.

Types

- Written correspondence runs the gamut from a simple email to an applicant's cover letter used to apply for a job. It also includes press releases, newsletters, news stories, columns, commentary, photo captions and a whole lot more. Effective written communication skills start with using the proper format for the type of correspondence you want to send. For instance, a cover letter should be set up like a business letter, containing the elements found therein, such as date, return address and a body of the letter offset by the salutation and closing.

Clarity

- The purpose of your communication should be clear from the beginning. "I am writing to inform you of your raise. You will be making \$15,000 more every year," is an effective opening. This one is not: "Our company has a tremendous increase in revenue. We have amassed more than \$53 billion in sales in the past month alone. We have added 460,000 new clients and...." Why are you telling me this? Cut to the chase.

Length

- Think Hemingway, not Faulkner, when it comes to sending out effective communications. Ernest Hemingway was known for his short sentences and very short stories. William Faulkner, on the other hand, would go on and on, often including myriad thoughts in a single sentence and, even if the grammar and spelling were impeccable, it would only serve to make the reader work very hard to get to the point (kind of like the sentence you just read). Keep everything as concise as possible.

Grammar

- There is no excuse for sending communications that contain spelling errors and poor grammar. Even if you use the most eloquent writing and poetic turns of phrases, you are going to give the impression that you are a dolt. Always have someone proofread your work, if possible, before sending it out. She could catch obvious mistakes you may be missing or do not even know are mistakes.

Tone

- The tone of the correspondence also goes a long way in making it effective. It's imperative to match the tone to the audience. Cover letters for job openings, corporate communications and even e-mails to your boss should be wholly professional. "Hey, Dude, Would you like to hire me?" just won't cut it for such situations. Likewise, your friends will think you're nuts if you start a note with: "Dearest John P. Doe III, How art thou?"

Help To Develop Self-Correspondence Skills

Secretary™ helps you to improve your Correspondence skills by providing ready to use knowledge base of well drafted communications / letters / formats. It enables you to incorporate various letters / formats that may have been drafted or designed by you over a period of time.

In any organization 75% of time is spent in interpersonal situations; thus you will find that at the root of a large number of organizational problems is poor communication. Effective communication is an essential component of organization's success whether it is at the interpersonal, inter-group, intra-group, organizational, or external levels.

Intelligent usage of the Centralized Templates Knowledge base, sharing of this knowledge base among employees, regular updates of good communication formats to the Centralized Templates Knowledge base helps your staff to be self-correspondents.

In any organization, generally a few employees possess well groomed communication skills. These are the brains behind effective communication in any organization and it is important for these people to embark on an exercise to build a strong repository of Templates for your communication requirements.

Whether you're a manager, human resource specialist, health care professional, administrative assistant, educator or entrepreneur, you can learn to lead by example. In today's fast-paced business environment everyone is being asked to do more with less. The result: Undermines their performance. (You have to be self-sufficient in correspondence at short notice / as soon as possible.)

You have the ability to add templates to library; you can incorporate various well drafted communications / letters / formats that you may have drafted or designed over a period of time, neatly categorize them and build a Master Communication Knowledge base.

This knowledge base can be shared by any authorized user in the organization as starting point to draft a new communication. Once your Master Communication Templates Knowledge base is in place, the user has to only select an appropriate template to execute his work.

Moreover, at times even you can initiate a communication by selecting an appropriate template and use the Save & Close option to delegate the further work to any employee.

Writing Skills

How to Develop Writing Skills

If you are one who has a hard time finding the right word or expression, you are not alone. Developing strong writing skills takes practice and patience. For some people, writing clearly and concisely does not always come easily. However, there are several ways you can sharpen your skills. Here are some suggestions.

Step By Step:

1. Write every day or at least as often as you can. Keep a daily journal. Content is not important here, but the act of writing is. Consistency is key when you develop your writing skills.
2. Read as much as possible. Exposing yourself to what others have written is a great tool. Read books, newspapers and magazines. This will help you with style, sentence structure and word usage.
3. Take a college writing class or an online course to help you develop your writing skills. All colleges offer writing courses. Check out schools nearest you. Many colleges also offer online classes.
4. Learn basic grammar rules. Writing guides such as "The Elements of Style" can be found in the reference section of any bookstore or library. Once you have mastered the basics, writing will not be such a chore.
5. Prepare to write more than one draft. No one's writing is perfect the first time.
6. Read out loud what you have written-this can often help pick up errors you might not have noticed otherwise. Perhaps you can ask a trusted colleague to proofread your work as well.

Basic and Common Office Ethics

Corporate Values	All Employees	Leadership Standards
TEAMWORK <i>We excel together</i>	<ul style="list-style-type: none"> • Collaborates within and across departments to achieve results • Sees it as “our” Game Plan • Recognizes and appreciates contributions of others 	<ul style="list-style-type: none"> • Builds a high performance team • Drives x-functional problem solving • Creates a culture of engagement • Makes decisions aligned with strategy
PASSION <i>Never lose sight of why we are here</i>	<ul style="list-style-type: none"> • Focuses on the big picture • Looks for creative solutions for day-to-day challenges • Demonstrates pride in work 	<ul style="list-style-type: none"> • Focuses the team on a common vision • Inspires, trusts & empowers the team • Reinforces and enhances positive successes • Inspires greatness in others
RESPECT <i>Make every interaction count</i>	<ul style="list-style-type: none"> • Has open and honest communication, listens. • Builds trusting relationships (internal & external) • Seeks to understand first - assumes positive intent 	<ul style="list-style-type: none"> • Facilitates healthy dialogue • Creates x-functional partnerships • Develops and coaches others to enable success • Is a role model in the community
EXCELLENCE <i>Strive to be the best</i>	<ul style="list-style-type: none"> • Challenges the status quo in the spirit of continuous improvement • Has mindset of “flawless execution” • Embraces and adapts to change 	<ul style="list-style-type: none"> • Manages performance • Leads Change • Eliminates organizational barriers to success
INTEGRITY <i>Hold true to what we say</i>	<ul style="list-style-type: none"> • Openly gives and receives feedback • Admits and learns from mistakes • Takes accountability for results and behavior 	<ul style="list-style-type: none"> • Brings transparency to decision making • Supports decisions of peers • Holds team accountable

Administrative Officer Job Description Sample

Job purpose of Administrative officer:

To provide assistance to the company in overseeing and conducting medical readiness, recruiting, training management, supply management, maintenance, security, safety, personnel management, administrative, and public relations programs.

Key duties/responsibilities of Administrative officer:

- Works with other units to coordinate and plan fund-raising, grants, marketing, communications, and outreach activities.
- Independently carries out a portfolio of responsibilities under the department's purview, such as managing committees, securing approvals, and providing communications.
- Provide expert guidance and leadership to more junior staff.
- Perform other related duties as required, e. g., reviews of adequacy of departmental space requirements and technology requirements.
- Implement and monitor support services, including procurement of supplies and services; transport, travel and traffic, communications, engineering and information technology support; and provision of local utilities and service requirements. And others on management information and general administration issues and practices.
- Produce major/complex reports for management, as and when required.
- Provide advice to senior management Works with management to create short- and long-term business plans, including operational, organization, and financial aspects.
- Oversees legal, safety, fiscal and other compliance requirements.
- Oversees facilities, technology, and materials utilized in the department, coordinating with appropriate services.
- Works with management and others to develop and implement operating policies and procedures.
- Manages operating budget and performs analysis and reporting to support decision-making.
- Manages the ongoing financial, operational, and staffing activities of the department.

Secretary/Administrator

Job Description Sample

Scope Of Work

A secretary or administrator provides both clerical and administrative support to professionals, either as part of a team or individually. The role plays a vital part in the administration and smooth-running of businesses throughout industry.

Secretaries/administrators are involved with the coordination and implementation of office procedures and frequently have responsibility for specific projects and tasks and, in some cases, oversee and supervise the work of junior staff.

Secretarial/administrative work has changed significantly over the years, and the role varies greatly depending on the sector, the size of the employer and levels of responsibility.

Most work involves both written and oral communication, word processing and typing, and requires relevant skills such as IT, organizational and presentation skills, as well as the ability to multi-task and work well under pressure, often juggling several tasks at once. Within specialist sectors such as law, many secretaries/administrators are required to have relevant, high-level qualifications and/or previous experience.

Typical work activities

Common tasks for the majority of secretaries/administrators include word processing, audio and copy typing, letter writing, dealing with telephone and email enquiries, creating and maintaining filing systems, keeping diaries, arranging meetings/appointments and organizing travel for staff.

Depending on the sector, the role may also include many of the following:

- Using a variety of software packages, such as Microsoft Word, Outlook, Power-point, Excel, Access, etc., to produce correspondence and documents and maintain presentations, records, spreadsheets and databases;
- Devising and maintaining office systems;
- Booking rooms and conference facilities;
- Using content management systems to maintain and update internal databases;

- Attending meetings, taking minutes and keeping notes;
- Invoicing;
- Managing and maintaining budgets;
- Liaising with staff in other departments and with external contacts;
- Ordering and maintaining stationery and equipment supplies;
- Sorting and distributing incoming post and organizing and sending outgoing post;
- Liaising with colleagues and external contacts to book travel and accommodation;
- Organizing and storing paperwork, documents and computer-based information;
- Photocopying and printing various documents, sometimes on behalf of other colleagues.

Typical work activities include:

- Deputizing for the manager, making decisions and delegating work to others in the manager's absence;
- Devising and maintaining office systems, including data management and filing;
- Arranging travel and accommodation and, occasionally, travelling with the manager to take notes or dictation at meetings or to provide general assistance during presentations;
- Screening telephone calls, enquiries and requests, and handling them when appropriate;
- Meeting and greeting visitors at all levels of seniority;
- Organizing and maintaining diaries and making appointments;
- Dealing with incoming email, faxes and post, often corresponding on behalf of their manager;
- Taking dictation and minutes;
- Carrying out background research and presenting findings;
- Producing documents, briefing papers, reports and presentations;
- Organizing and attending meetings and ensuring their manager is well-prepared for meetings;
- Liaising with clients, suppliers and other staff.

In addition to supporting managers, their team and departments, many administrators also have their own personal workload and responsibilities. The scope of work can be extensive and additional duties may include:

- Carrying out specific projects and research;
- Responsibility for accounts and budgets;
- Taking on some of the manager's responsibilities and working more closely with management;
- Being involved in decision-making processes.

Other duties may include:

- Recruiting, training and supervising junior staff and delegating work as required;
- Manipulating complex statistical data;
- Arranging both in-house and external events.

Terms and Definitions

- **Administrative Employee:** Any employee whose position entails significant administrative and/or professional duties.
- **Job Description:** A written description of the duties and responsibilities, extent of supervision received and given, educational and experience requirements, and other pertinent factors for a given position.
- **SOW:** Statement of Work or Scope of Work.
- **Task Order:** A document authorizing work and appropriating funds as a supplement to a basic contract or master agreement
- **Update:** An action taken to effect revisions to the duties assigned to a position and/or changes such as reporting relationship, which do not warrant a change in job code and title.
- **Classification:** A group of positions sufficiently similar in content of duties and responsibilities that the same title is assigned.
- **Creation of New Position:** A new position that has never previously existed in the department/office; identifies responsibilities of the new position and minimum requirements.
- **Demotion:** A downward movement of an employee from a position in one class (title) to a position in another class having less responsibility and with a lower maximum salary range.
- **Dual Employment:** An employee who is authorized to work in more than one position at the university.
- **Educational Incentive Award:** A one-time award received at the completion of an approved certificate/licensure and/or degree program.
- **Job Audit/Evaluation:** This term refers to a systematic procedure for gathering information about a position in order to determine the most appropriate position classification.
- **Program Income:** A type of Project Contribution in which the money that is earned by the University during the project period, and the opportunity to earn that income is provided, in whole or part, by the funding of the project.
- **Progress Report:** Periodic, scheduled reports required by the sponsor summarizing research progress to date.
- **Project Contribution:** Resources that are contributed to a sponsored project over and above the support provided by the extramural sponsor of that project
- **Project Director:** Same as the Principal Investigator (PI). The term Project Director is generally used for training and public service grants
- **Pre-Proposal:** A brief description of research plans and estimated budget that is sometimes submitted to determine the interest of a particular sponsor prior to submission of a formal proposal.
- **Proposal:** A written offer submitted to a funding agency to conduct a project for research, instruction, or public service, which typically includes a description of the project and a budget for expenses associated with the project, as well as additional documentation requested by the agency.
- **Supplemental Proposal:** A request for additional funds within a previously approved funding period.
- **Key Personnel:** Personnel considered of primary importance to the successful conduct of a research project. The term usually applies to the senior members of the project staff; however, sponsors may have differing definitions of Key Personnel.
- **Pre-Award Costs:** Costs incurred prior to the start date of an award.

- **Lateral Transfer:** Refers to a change of an employee from one position to another position in the same class or a different class with the same salary range.
- **Overtime:** Paid at the rate of one-and -ne-half (1 ½) times an employee’s regular rate of pay for all hours worked in excess of forty (40 or as applicable) hours in a work week. “Hours worked” refers to the amount of time actually worked in a work week.
- **Promotion:** An upward movement by a current employee who transfers to another position which has a greater level of responsibility and a higher salary range.
- **Reclassification:** A re-allocation of a position in one class to a different class based on a change in the job duties.
- **Accounting system:** A method of recording accounting data for a utility or company or a method of supplying accounting information for controlling, evaluating, planning and decision-making
- **Amendment:** A formal written change to an existing agreement.
- **Audit:** A formal examination of organizations or individual's accounts or financial situation. An audit may also include examination of compliance with applicable award terms, laws, regulations and policies.
- **Award:** The document that funds a successful proposal. May be in the form of a grant, contract or cooperative agreement
- **Budget:** A list of anticipated project costs that represent the Principal Investigator's best estimate of the funds needed to support the work described in a grant or contract proposal.
- **Budget Justification:** A written description of the cost estimation methods used in preparing a budget and that also explains or describes the types of individual costs.
- **Close Out:** The act of completing all internal procedures and sponsor requirements to terminate or complete a research project.
- **Confidentiality Agreement:** An agreement requiring the recipient of certain information to keep that information in confidence.
- **Conflict Of Interest:** A principle in which outside activities, relationships or financial interests of a recipient are determined to be proper or improper to prevent an individual from appearing to be motivated by private gain.
- **Contract:** An agreement where the sponsor has more involvement and uses the project to achieve a specific outcome or goal.
- **Contractor:** The individual or organization performing the work under a contract. When used in a contract between a funding agency and the organizations.
- **Cooperative Agreement:** An award similar to a grant, but in which the sponsor anticipates having substantial involvement in research activities. Also called “Collaboration Agreement” or “Joint Development Agreement”
- **Direct Costs:** Those costs of conducting a project that can be directly attributed to that project (e.g., salaries, benefits, supplies, equipment and travel).
- **Fiscal Year (FY):** Any 12-month period. (July 1st through June 30th; calendar year)
- **Grant:** A type of financial assistance award in which the sponsor anticipates no substantial programmatic involvement with the recipient during the performance of the activities.
- **Intellectual Property:** A property interest granted by the Government that gives a person or entity ownership of the intellectual creations that it develops and the ability to exclude others from using or copying such creations. Types of intellectual property include patents, copyrights, trademarks and trade secrets.
- **Acting/Interim Assignments:** In the absence of the supervisor, an employee may assume additional and different levels of responsibilities for a temporary period of time.

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