



Administrative Staff Training

Organizations depend heavily upon the performance of a wide variety of customer service representatives, executive assistants, office managers, secretaries, clerks, receptionists and other administrative specialists. Often the work of one individual supports or serves many other employees, and their skills are highly interpersonal. Like all professionals in the workplace, feedback is an essential first step to improving their skills, and 360 feedback is an ideal mechanism for this assessment.

The results of 360 feedback can inform the focus of training, and it can stimulate the motivation of participants. Post-training 360 feedback is often used to measure progress and ensure accountability. A typical administrative staff assessment addresses areas such as appointment coordination, manager support, office organization and professional behavior.

HOW TO SET UP 20/20 INSIGHT GOLD

This is a classic "individual feedback" set-up. In this case, the subject is an administrative support employee, and the respondents are people who are familiar with that person's work.

Subject. The names of members of the administrative staff are entered as subjects. These individuals can also give self-ratings and provide feedback for other administrative personnel. If many administrative staff subjects are included in a single project, some interesting and useful norms will be produced.

Respondent relationship types. Typical respondent relationships include manager, coworker and customer.

Surveys. The two most useful surveys in the Survey Library for this application are:

- Administrative Staff – behaviors needed for successful support
- Personal Leadership – self-leadership and communication behaviors

More than 100 key behaviors are listed in over a dozen categories – many more than would be practical for a single survey. Before setting up the project, review the survey categories and select the most appropriate items.

Open-ended questions. One or two open-ended items can give administrative staff members important information about areas that need improvement as well as individual strengths.

- What is this person's most outstanding asset?
- What is the #1 thing this person could do to improve his or her effectiveness?

Scales. The Satisfaction scale is frequently used because it tells members of the administrative staff how satisfied others are with their administrative support skills. The Importance scale can also provide a valuable basis for comparison.