

	Level A	Level B	Level C
Scheduling of appointments/agenda management	Making appointments with (internal and/or external) parties and setting priorities in consultation with the client.	Independently coordinating arrangements with (internal and/or external) parties. Independently setting priorities for clients.	Independently coordinating arrangements with parties (both internal and for the organization's crucial external parties). Independently setting priorities for clients.
Organizing meetings	Organizing (in terms of planning, space, catering, etc.) meetings with mostly internal participants. Taking minutes in meetings.	Organizing meetings with internal and external participants. Making preparations (collecting and distributing substantive documents, drawing up the agenda) and taking minutes in meetings.	Organizing meetings with internal and external participants. Making preparations (collecting and distributing substantive documents, drawing up the agenda) and taking minutes in meetings. Monitoring the progress of decisions and arrangements.
Events	Executing (parts of) activities in the organization of large gatherings and/or events.	Making an independent contribution to the logistic-organizational or secretarial/administrative fields for the realization of large gatherings and/or events.	Independently organizing logistic-organizational and secretarial/administrative activities for the realization of (multi-day) events. Providing guidance during the event.
(Digital) correspondence	Taking care of (digital) correspondence on the basis of specific assignments/instructions.	Taking care of (substantive) digital correspondence on the basis of global assignments/frameworks.	Independently handling substantive (digital) correspondence.
Administrative support	Executing administrative support activities, such as student affairs, finance, HR, etc. Archiving and registering	Executing administrative support activities, such as student affairs, finance, HR. Data processing and analysis. Identifying bottlenecks and problems in procedures, systems and regulations.	Executing administrative support activities e.g. student affairs, finance, HR. Data processing and analysis. Making proposals for the adaptation of procedures, systems, regulations and methodologies.
Information provision & communication	Answering questions and providing information to employees, students and external parties, such as through newsletters, keeping websites up-to-date, etc.	Answering questions and providing information to employees, students and external parties, such as through newsletters, keeping websites up-to-date, etc.	Answering questions and providing information to employees, students and external parties, such as through newsletters, keeping websites up-to-date, etc.
Support in the field of management/departments/projects	First filtering incoming emails and requests: unburdening the manager.	First filtering incoming emails and requests: unburdening the manager. Providing (substantive support) in the area of business operations or a project.	First filtering incoming emails and requests: unburdening the manager. Providing (policy-related) substantive support in the fields of management and/or the department, projects or business operations. Analyzing data and giving presentations.
Coordination of work execution (without official, hierarchical, final responsibility)	N/A	Coordinating the activities of the secretarial staff, i.e. dividing up the work.	Coordinating the activities of the secretarial staff, i.e. dividing up the work.

Indication of the size of the group/management unit

independent execution of secretarial and administrative tasks

15 - 50 employees

independent execution of management support and secretarial and administrative activities

> 50 employees in more complex environments

management support activities and/or coordination of work execution

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Competencies	Communication	Planning & organization	Attitude & behavior	Administrative excellence
Competence elements	Oral communication skills	Flexibility	Empathy	Cost-consciousness
	Written communication skills	Stress-resistance	Collaboration	Digital skills
	English-language skills	Initiative	Integrity	Creativity/inventiveness
	Presentation skills	Progress monitoring	Self-reflection	Analytical capacity
		Organizational sensitivity	Proactiveness	
			Customer-orientation	
			Accuracy	
			Learning capacity	

Feeling of responsibility
 Solution-orientation
 Service-orientation
 Ability to unburden
 Dealing with diversity