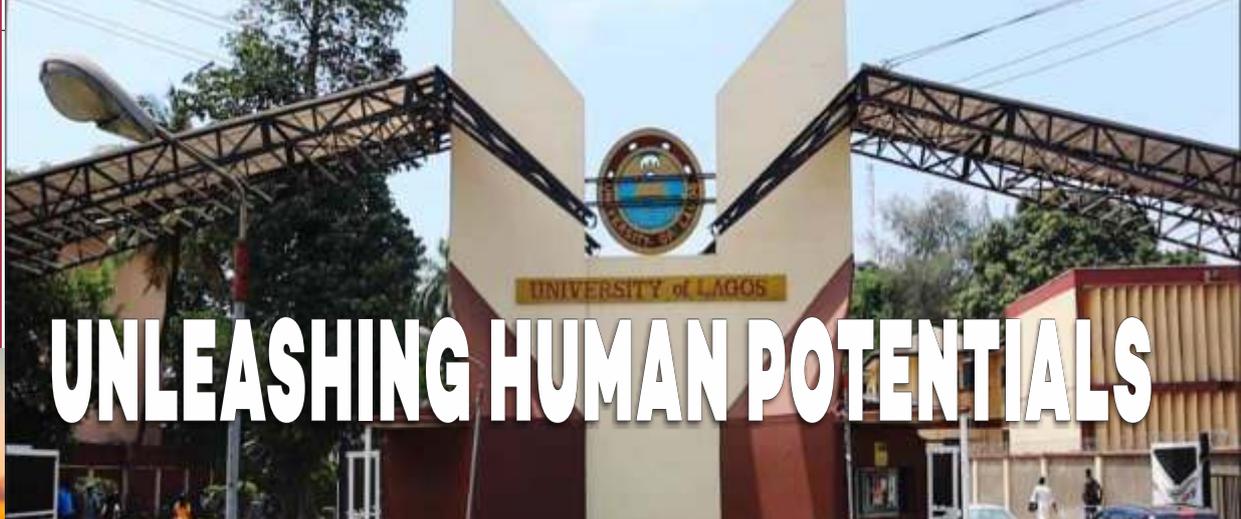




**UNIVERSITY  
OF LAGOS**



# UNLEASHING HUMAN POTENTIALS

A MONTHLY NEWSLETTER OF THE UNIVERSITY OF LAGOS STAFF TRAINING AND DEVELOPMENT UNIT  
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## BUILDING CORE ADMINISTRATIVE COMPETENCIES FOR EXCELLENCE

### INTRODUCTION

Our previous edition highlighted customer service excellence in public administration as a critical pillar for delivering value to citizens and the global community, emphasising responsiveness, professionalism, and accountability in service delivery. However, exceptional service outcomes are sustained by the strength of internal capacities, which is why this edition focuses on Building Core Administrative Competencies for Excellence. Key areas include communication, resource management, professionalism, among others. These are essential for sustaining high-quality service and achieving overall administrative excellence.

Core administrative competencies for excellence refer to the essential skills, knowledge, and behaviours required for administrative professionals to perform their roles effectively, efficiently, strategically, and ethically, thereby driving organisational success and excellence. Core administrative competencies transcend basic clerical work; they involve a blend of technical proficiency and soft skills that enable high-level job performance.

These competencies encompass a range of skills, including communication, problem-solving, leadership, sound judgement, confidentiality, among others. They enable administrators to support strategic goals, build strong relationships, and adapt to change.



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### CORE ADMINISTRATIVE COMPETENCIES FOR EXCELLENCE

1. Communication and Interpersonal Skills:
  - Clear, concise and timely communication.
  - Active listening
  - Interpersonal savvy
  - Customer orientation
2. Organisational and Time Management Skills:
  - Structuring work and ensuring systematic operations.
  - Managing multiple tasks and meeting timelines.
  - Attention to details
  - Coordination of schedules and logistics.

3. Technical Proficiency:
  - High level proficiency in Microsoft office and email management.
  - Managing electronic records to enhance efficiency.
4. Problem-Solving and Decision-making:
  - Proactive problem-solving.
  - Analytical thinking.
  - Critical thinking.
5. Professionalism and Ethics:
  - Confidentiality and Discretion
  - Reliability and Accountability.
  - Adaptability and Flexibility.
6. Initiative and Development:
  - Continuous improvement.
  - Taking initiative proactively.
7. Stakeholder Engagement:
  - Building relationships and communicating effectively.
  - Understanding stakeholder needs and expectations.
  - Fostering a sense of community and collaboration.
8. Policy Implementation:
  - Ensuring compliance with policies and regulations.
  - Interpreting and applying policies.
  - Developing and updating policies.
  - Communicating policy changes.

### **IMPORTANCE OF BUILDING CORE COMPETENCIES**

Building Core Competencies is critical for establishing a sustainable competitive advantage as it enables organisations to differentiate themselves, enhance efficiency and adapt to change.

1. Enhances organisational effectiveness and efficiency.
2. Strengthens organisational resilience and sustainability.
3. Reduces waste and minimises errors.
4. Enhances performance hence increased productivity.
5. Improves decision making.
6. Drives innovation.
7. Enhances stakeholder engagement and partnerships.

### **BUILDING AND STRENGTHENING COMPETENCIES**

Building and strengthening core competencies is a deliberate, long-term process that requires

strategic intent, sustained investment and organisational commitment. Competencies do not emerge organically from structure alone, they are developed through people, systems, culture and leadership.

### **Strategies for Building and Strengthening Competencies includes:**

1. Training and Development.
2. Mentorship and Coaching.
3. Stretch Assignments and give challenging tasks.
4. Continuous Learning Culture.
5. Feedbacks and Reflection.
6. Resources and Tools.

### **LEADERSHIP ROLE AND ORGANISATIONAL SUPPORT IN BUILDING COMPETENCIES**

Leadership and organisational support are critical, intertwined drivers for building and sustaining core administrative competencies.

#### *Leadership Role*

1. Setting Vision and Culture: Leaders articulate clear visions that align individual skill development with organisational goals.
2. Modeling Desired Behaviours: effective leaders act as role models.
3. Coaching and Mentoring: Leaders act as coaches, identifying employee potentials and providing constructive feedback.
4. Empowerment and Delegation: By delegating authority and employee autonomy, leaders encourage the development of new skills and decision-making capabilities.
5. Provide Resources: Allocate time and tools for development and training.
6. Encourage Risk-taking: Support experimentation and learning from failures.
7. Recognition and Reward: Acknowledge and reward progress and achievements.

#### *Organisational Support*

Organisational support provides the enabling conditions necessary for competencies to develop and mature.

1. Training and Development Opportunities: Provide access to workshops, seminars, and e-learning platforms.

2. **Performance Management System:** Structured systems that include career development, conversations, recognitions and rewards for skill acquisition, motivate employees to improve.
3. **Job Design and Resources:** Ensure job roles have clear descriptions and well-structured, with provision of necessary tools.
4. **Resources and Infrastructure:** Invest in tools, technologies and resources.
5. **Accountability and Expectations:** Set clear expectations for competency development.

administrative skills assessment tests, 360-degrees feedback and performance metrics.

## **LINKING COMPETENCE WITH ADMINISTRATIVE EXCELLENCE**

Linking competence with administrative excellence, involves transforming routine office tasks into strategic organisational assets by combining technical skills, interpersonal acumen and a proactive service-oriented mind set.

Administrative excellence in an organisation is the cumulative outcome of well-developed and effectively applied core competencies.

## **EVALUATING ADMINISTRATIVE COMPETENCE**

Evaluating Administrative Competence has to do with assessing how effectively an organisation or an individual performs administrative tasks such as planning, organising, decision-making, problem-solving etc. It is about judging effectiveness in managing resources, people and processes.

Evaluating administrative competence is essential for ensuring that organisational systems are capable of delivering on their goals and strategic objectives.

A foundational element of evaluation is the establishment of clear standards and performance indicators linked to define core competencies.

Methods of evaluating competencies include

When competence and excellence are linked, the outcome is very likely to:

1. Deliver high-quality work
2. Take ownership and initiative
3. Drive innovation and improvement
4. Contribute to a positive work culture.

## **CONCLUSION**

Building core administrative competencies is not a one-time initiative but a continuous commitment to excellence, adaptability, and accountability. Core competencies are not optional; they are the backbone of every thriving organisation.