



Community Housing
INDUSTRY ASSOCIATION **VICTORIA**

COMMUNITY HOUSING WORKFORCE CAPABILITY FRAMEWORK

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COMMUNITY HOUSING WORKFORCE CAPABILITY FRAMEWORK

1 Introduction by the Department

of Health and Human Services

The community services sector delivers essential services to improve the wellbeing, health and safety of vulnerable Victorians. These services span a range of settings and include Aboriginal Community Controlled Organisations, Community Housing Organisations, Children and Family Services, Specialist Homelessness Services, and additional service provision in disability, family violence, mental health, and alcohol and other drugs.

Community service organisations are operating in a rapidly changing environment which requires their workforces to build capabilities and quality to enable and drive sector reforms. The workforce vision of the Department of Health and Human Services (the department) is for a strong and effective health and human services workforce that is respected and supported to excel:

- in their practice
- in their partnerships
- in service delivery and improvement
- in their contributions to better outcomes for Victorians.

In response to the 10-Year Community Services Industry Plan and to support their sectors to meet complex challenges, sector peak bodies - the Centre for Excellence in Child and Family Welfare, Community Housing Industry Association Victoria and the Council to Homeless Persons - have worked in partnership with their respective members and the department to develop sector Transition Plans for the next four years. All three Transition Plans identified the requirement to develop and implement sector capability frameworks to support workforce capacity building.

The Workforce capability and training project (the Project) responds to Priority 2 in the Community Services Industry Plan, which calls for a statewide approach for building workforce capability to plan and respond more effectively to the challenges presented by the changing external environment. Funded by the department, the Project supports community service sectors to work together to identify the required workforce capabilities, to identify any gaps and to deliver consistency in the respective workforce capability frameworks.

By working together, the sector peaks leveraged collective resources and relationships to develop their workforce capability frameworks. Modelled on the department's

Housing Practice Capability Framework, amongst others, the workforce capability frameworks ensure a degree of consistency across the community services sector which will assist the identification of the core, shared and unique capabilities across workforces and provide evidence of any new, unmet capabilities within or across workforces.

The delivery of workforce capability frameworks through this project and their implementation in the sector will assist organisations and workers to identify required workforce development, education and/or training for community service sector roles.

The analysis of the workforce capability frameworks will inform future workforce policy direction and provide an evidence base to leverage opportunities for future training.

2 Introduction by CHIA Vic

the Victorian community housing sector is a diverse and growing sector, made up of community housing organisations (CHOs) that vary in nature and size from:

- **large CHOs managing more than 1,000 properties, and which may be part of national organisations or wider social services sector organisations; to**
- **specialist or smaller organisations which may be managing less than 100 tenancies.**

Understanding the size and nature of the sector wide workforce is challenging due to a lack of quantitative and qualitative data – such as numbers, the nature of roles and qualifications as well as levels of satisfaction and engagement.

Now with over 20,000 tenancies the expectations of what CHOs do is evolving. The role of CHOs is being re-cast as more than just a tenancy and property manager with a social purpose, to include that of an effective community networker, partner and broker.

With this broadening role comes:

- **challenges associated with brokering and obtaining support for those who are housed without supports in place, or who develop support needs over time**
- **increasing community scrutiny of the role of CHOs from neighbourhood disputes**
- **stepping up to the demands of the roll-out of person-centred funding reforms (such as aged care, NDIS and flexible family violence packages)**
- **increasingly legalistic and complex tenancy matters, that in the last decade have moved beyond simple tenancy law enforcement**

The Community Housing Industry Transition Plan, launched in 2018, considered how this changing environment might impact on the workforce and developed strategies and projects to prepare workers for the enhanced role of “social landlord.” A priority project in the Plan was the mapping of capabilities.

This Capability Framework was developed in consultation with Human Resources staff within member organisations and a draft was then tested with and refined by members. This Framework should be seen as a living document that will change over time as members use it and the environment in which they operate changes.

The Framework has the greatest relevance to tenancy and asset management roles from foundational to leading. In future iterations we can consider whether the framework needs to be refined to cover senior management and CEO roles; or to be more specific about the skills required by frontline tenancy and asset management roles.

CHIA Vic has developed an assessment tool to assist team leaders and staff to have conversations about performance and to inform decisions about future development. We will look at developing other resources to help members use this Framework and welcome any suggestions you may have about the Framework and resources.

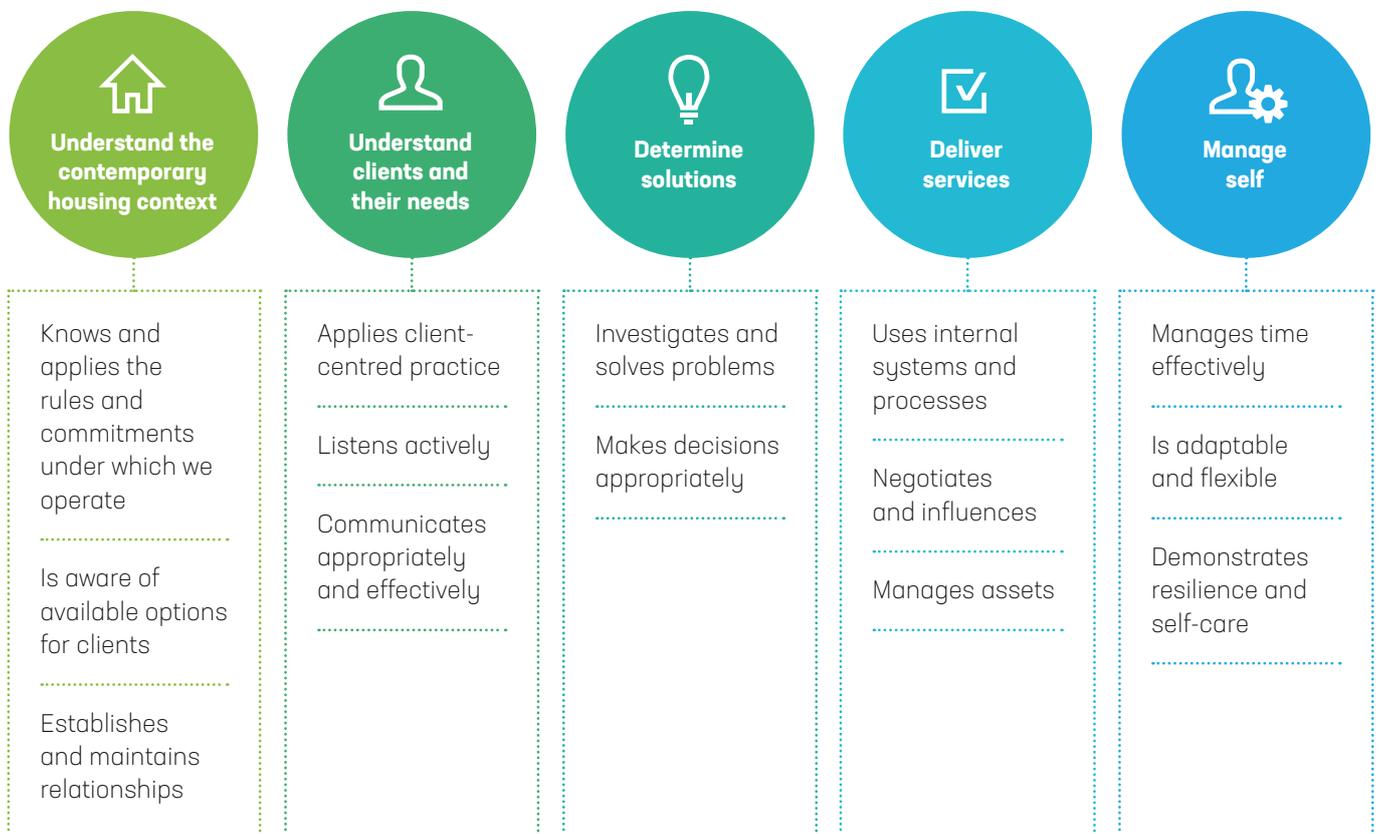
3 The framework

Staff who successfully operate according to contemporary community housing practice complete five main components of work. That is, to perform optimally, community housing staff must:

1. Understand the contemporary housing context
2. Understand clients and their needs
3. Determine solutions
4. Deliver services; and
5. Manage self.

These stages of work can be thought of as 'domains' and are intended to be consistent with a theoretical practice framework for housing work. Each domain comprises several capabilities that enable community housing staff to achieve the objectives of that stage of work (Figure 1). These domains and capabilities combine to form the capability framework for contemporary housing practice.

Figure 1 | Domains and supporting capabilities



Each capability is detailed in the following section, along with indicative proficiency described at three levels. Knowledge, skills and attributes required at each level are not static and will develop over time. The three levels are:

1. **Foundational** - defines the baseline level of capability of community housing staff, and may describe those early in their housing career or operating in foundational roles
2. **Emergent** - defines the standard expected of skilled community housing staff
3. **Leading** - defines the standard expected of 'leading practice' community housing staff who integrate new policies and processes into their work practices, retain 'currency' in their skills, pursue continuous improvement and provide leadership to other staff.

Each level of proficiency assumes competence at the preceding level. Further, each role may require capabilities at different levels, depending on the nature of the work.

4 Understand the contemporary housing context

Fundamental to a community housing worker's ability to competently perform their duties and achieve the best outcomes possible for clients and the community is a firm understanding of the context of contemporary housing practice. A community housing worker successful in this domain:

- knows and applies the rules and commitments under which we operate
- is aware of available options for clients
- establishes and maintains relationships.

4.1 Knows and applies the rules and commitments under which we operate

We have a deep and practical knowledge and understanding of the policy and system context of community housing. We are familiar with relevant legislation, policies and operational guidelines and frequently need to weigh up these rules and commitments to determine the most suitable options, pathways or choices. Often, they need to integrate legislation, policies and guidelines so they can make the best possible decisions when faced with difficult or unusual decisions or circumstances.

Table 1 | Knows and applies the rules and commitments under which we operate – proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Is knowledgeable of straightforward legislation, policies and guidelines that relate to routine housing and building activities ▪ Is ready to access additional information or seek guidance ▪ Identifies tenant issues that relate to the <i>Charter of Human Rights and Responsibilities Act 2006</i> and seeks advice where necessary ▪ Has a clear understanding of office delegation and assistance requirements ▪ Assists in preparing or presenting cases for Victorian Civil and Administrative Tribunal (VCAT) in relation to the <i>Residential Tenancies Act 1997</i> 	<ul style="list-style-type: none"> ▪ Has a sound understanding of legislation, policies and guidelines and applies them including in exceptional circumstances (with supervision where required) ▪ Has a good understanding of complex guidelines and confidently applies discretion appropriately to achieve the intent of these guidelines ▪ Confidently incorporates the <i>Charter of Human Rights and Responsibilities Act 2006</i> into practice ▪ Prepares or presents cases for VCAT in relation to the <i>Residential Tenancies Act 1997</i> 	<ul style="list-style-type: none"> ▪ Possesses detailed subject matter expertise on all housing policies, guidelines and relevant legislation. Draws on this detailed knowledge to deliver creative solutions to complex problems ▪ Provides guidance to staff on matters of legislation, policy and guidelines, particularly in complex and ambiguous circumstances ▪ Acts effectively as a point of contact for stakeholder management when complex legal or tenancy matters arise ▪ Competently prepares and manages complex cases in VCAT in relation to the <i>Residential Tenancies Act 1997</i> and supports other staff in relation to VCAT matters

4.2 Is aware of available options for clients

To meet the specific needs of each client, we bring a comprehensive knowledge and awareness of the scope of our role and available options for each client, both within community housing, other complementary services and the broader community.

Table 2 | Is aware of available options for clients – proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Demonstrates understanding of the organisation's scope of services and housing options ▪ Demonstrates a basic understanding of properties and waiting lists in the organisation's portfolio ▪ Possesses a basic understanding of alternatives to community housing when these alternatives are appropriate and directs clients to these other services where appropriate 	<ul style="list-style-type: none"> ▪ Demonstrates strong familiarity with properties across the organisation's portfolio and waiting list clients ▪ Uses discretion to allocate properties based on an understanding of individual needs of clients and application of policies and processes ▪ Balances the needs of multiple clients in allocating properties ▪ Actively rebalance allocations so that housing options are matched to tenants' current requirements ▪ Demonstrates strong familiarity with alternatives to community housing and refers clients to other services where appropriate 	<ul style="list-style-type: none"> ▪ Draws on knowledge of available properties outside of own portfolio to provide creative options to clients in line with policies, regulations and procedures ▪ Supports other staff in determining relevant housing options for clients ▪ Shares best practice across the organisation and with other housing providers ▪ Facilitates links with other community and health services e.g. mental health, disability, drug and alcohol

4.3 Establishes and maintains relationships

Sustained tenancies are best achieved when housing is integrated into a broader set of services and supports provided to the applicant or tenant. To ensure clients receive this kind of integrated, comprehensive support, we establish and maintain relationships with individuals. These relationships position us to both refer tenants to complementary services and, where required, work collaboratively with other providers to provided integrated and/or complementary support. We are able to identify when a client requires a service outside of our scope and frequently refer to other providers on their client's behalf.

Table 3 | Establishes and maintains relationships – proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Works to develop relationships with other service providers and specialists ▪ Proactively and appropriately shares information with other client facing services and specialists for the benefit of applicants and tenants ▪ Participates in multi-service discussions about client support at critical points in the tenancy journey and seeks to refer to other services where appropriate 	<ul style="list-style-type: none"> ▪ Identifies gaps in services accessed by a client and contributes to the development of relationships with additional service providers to bridge this gap ▪ Develops close working relationships with local services to effectively refer to other services ▪ Understands the legislation and operational policies and guidelines for information sharing and seeks to do so within these limitations for the benefit of clients ▪ Actively participates in case conferences as required to enable coordination between services and develop relationships with other providers 	<ul style="list-style-type: none"> ▪ Develops strong working relationships with the department of health and human services (DHHS) and other services ▪ Provides mentoring and guidance on contemporary housing practice across disciplines within the organisation ▪ Takes a lead role to maintain relationships with other service providers through relationship building and proactive information sharing for the benefit of clients and assets

5 Understand clients and their needs

The obligation of community housing goes beyond routine tenancy and property management tasks. Staff are expected to engage clients in a manner consistent with that of a 'social landlord' and in line with the government's intention to enable the provision of all necessary community services and amenities ancillary to housing. To do this successfully, community housing staff must be skilled at understanding clients and their needs. A community housing worker successful in this domain:

- applies client-centred practice
- listens actively
- communicates appropriately and effectively.

5.1 Applies client-centred practice

Client-centred practice is an approach that considers activities, decisions and outcomes from the perspective of the client. Through client-centred practice, we tailor our approach to the specific needs of our clients. Wherever possible, we want our clients to have a sense of agency over what happens next.

Table 4 | Applies client-centred practice - proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Conducts basic background research into a client's circumstances so that their experience is respectful and is tailored to individual needs ▪ Looks beyond housing specific services and provides clients with options to address their needs and support sustainable tenancies (including via referrals to other services) ▪ Understands the need for cultural competency and works towards building an understanding of how to speak and work with culturally diverse clients and seeks secondary consults as required ▪ Provides clients with options where possible ▪ Demonstrates a basic understanding of trauma-informed practice and the impact of actions on those who have experienced trauma 	<ul style="list-style-type: none"> ▪ Develops a clear understanding of a client's background including complex needs and works collaboratively with the client to tailor activities and decisions to address those needs ▪ Forms a holistic view of client's needs that recognises housing as a component of a client's broader life circumstances and works collaboratively with clients to refer to other services providing an integrated service ▪ Confidently considers situations, activities, decisions and outcomes from the perspective of how people of different ethnic, religious, or social identifications might see them ▪ Looks for opportunities to provide clients with options to make decisions and increase their sense of empowerment ▪ Confidently applies a trauma-informed approach to working with clients 	<ul style="list-style-type: none"> ▪ Develops a detailed understanding of client's needs and draws on expertise to provide a bespoke service ▪ Works expertly and collaboratively with clients including those with complex needs and refers to complementary services to provide an integrated service ▪ Provides advice and guidance to other staff on culturally competent practice ▪ Consistently finds opportunities to provide clients with options to make decisions and increase their sense of empowerment ▪ Supports other staff to understand the role of trauma in some client's lives and supports other staff to apply a trauma-informed approach to their work

5.2 Listens actively

Listening is the most fundamental element of effective and appropriate interpersonal communication. A person is actively listening when they are fully engaged and responding to what is being communicated. We use active listening to encourage clients to be 'open' about their circumstances. This allows us to quickly establish rapport with a range of clients, minimises misunderstandings and helps us to resolve issues when they arise.

Table 5 | Listens actively - proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Asks open ended questions that allow clients the opportunity to express themselves ▪ Actively works to avoid making personal judgements about a client and to avoid acting or communicating in a manner that expresses judgement ▪ Understands the need to express empathy to clients in difficult circumstances ▪ Understands the need to exercise patience when working with clients ▪ Works to identify when a client or situation has crossed a boundary and active listening is no longer an appropriate course of action 	<ul style="list-style-type: none"> ▪ Creates time and space for the client to speak and be heard and demonstrates non-verbally that they are listening ▪ Works with a range of clients without making personal judgements ▪ Regularly expresses genuine empathy to clients ▪ Works patiently with clients in challenging circumstances ▪ Has a clear understanding of when a client has crossed boundaries and active listening is no longer appropriate 	<ul style="list-style-type: none"> ▪ Provides guidance to other staff on expressing empathy, creating a 'space' for client to speak and demonstrating patience when working with clients with challenging or complex needs ▪ Expert at working with clients with highly complex needs or presenting with challenging behaviours without expressing any judgement ▪ Coaches other staff on when to actively listen and when to remove oneself from a situation

5.3 Communicates appropriately and effectively

We are required to communicate effectively in varying contexts to achieve positive outcomes for clients. We communicate in a manner that is sensitive to each client's personal circumstances. We use clear and simple communication to manage client expectations, engage effectively with tenants (and their representatives) of all ages, educational and cultural backgrounds, and ensure clients and tenants understand the reason behind decisions or courses of action.

Table 6 | Communicates appropriately and effectively - proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Provides information and directions about routine matters to clients in clear and simple language that is easy to understand, is sensitive to the client's circumstances and is culturally appropriate ▪ Writes in clear, simple language that avoids jargon to convey and obtain information, insights and ideas ▪ Is clear with clients about likely outcomes and the reason for a decision ▪ Is cautious of using language that will aggravate a distressed client 	<ul style="list-style-type: none"> ▪ Confidently translates instructions, rules, procedures and operational policies into simple language that can be easily understood ▪ Competently communicates with culturally diverse clients and clients with complex needs ▪ Writes succinct, high quality communications ▪ Understands the need for gentle but strategic communication to manage client expectations and explain the rationale for decisions ▪ Demonstrates the skills and ability to de-escalate situations with a client in a heightened state of emotion including calm communication 	<ul style="list-style-type: none"> ▪ Comfortably communicates with culturally diverse clients or those with complex needs in a manner that is tailored to their circumstances ▪ Produces high quality, influential written communication that is tailored to the audience ▪ Skilfully communicates in a way that brings the client along the decision-making journey to create reasonable expectations so that the client understands the rationale for decisions and actions ▪ Skilfully communicates with clients in a heightened state of emotion in a sensitive manner ▪ Provides communication guidance to less experienced colleagues

6 Determine solutions

Community housing staff with a good knowledge of their context and client must use that knowledge and relationship to determine the best solution in a given circumstance. A community housing worker successful in this domain:

- investigates and solves problems
- makes decisions appropriately.

6.1 Investigates and solves problems

To determine the most suitable solution and actions for a client, it is essential that we can define the presenting issue and identify possible underlying causes. We adopt a curious and inquisitive approach to understanding a client's story, circumstances and history. We are interested in finding out more about why things are the way they are, or what will happen next. This means we may need to review documentation, ask probing questions and, at times look for creative and 'workaround' solutions to solve difficult problems.

Table 7 | Investigates and solves problems – proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Provides information and directions about routine matters to clients in clear and simple language that is easy to understand, is sensitive to the client's circumstances and is culturally appropriate ▪ Writes in clear, simple language that avoids jargon to convey and obtain information, insights and ideas ▪ Is clear with clients about likely outcomes and the reason for a decision ▪ Is cautious of using language that will aggravate a distressed client 	<ul style="list-style-type: none"> ▪ Undertakes investigative research regarding clients' stories, circumstances and histories ▪ Seeks information from peers and partners to support the development of solutions ▪ Skilfully asks non-confronting questions to understand underlying issues ▪ Articulates issues logically and defines logical and appropriate pathways to resolution ▪ Suggests alternative or creative approaches to get better outcomes for clients and assets 	<ul style="list-style-type: none"> ▪ Uses a range of sources to identify possible or emerging issues that may require intervention ▪ Expertly asks non-confronting questions to the client to understand underlying issues ▪ Defines multiple pathways to resolution (as appropriate) including arriving at creative solutions where needed ▪ Mentors others on investigative research and problem solving ▪ Identifies trends in need or changing circumstances among client and community groups

6.2 Makes decisions appropriately and transparently

We operate in an environment that is challenging and often without obvious or ideal solutions. We exercise sophisticated decision making and use our discretion, often in time- critical situations. We assess risks and act to mitigate identified risks, incorporate numerous factors into decisions and make robust decisions under pressure. Throughout this, we act with transparency to continue fostering open relationships with our community.

Table 8 | Makes decisions appropriately – proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Regularly engages in set processes and uses organisational tools to identify risk factors to the client, community and self ▪ Determines an appropriate course of action when faced with a choice between feasible alternatives with the support of a supervisor where necessary ▪ Adapts processes under supervision when timeliness of a decision is critical ▪ Identifies complex factors (such as mental illness, family violence, AOD etc.) that must be considered when making decisions about actions or solutions with clients ▪ Regularly seeks guidance and feedback on own decisions from more experienced staff ▪ Demonstrates a high degree of personal and professional integrity, ensures that all decisions and behaviours are in accordance with the organisation's code of conduct and seeks guidance from a manager when dealing with ambiguous cases 	<ul style="list-style-type: none"> ▪ Confidently identifies and mitigates potential harm to the client, community and self ▪ Comfortably exercises discretion to manage circumstances where a routine process or procedure will result in a negative outcome ▪ Accurately accounts for complex factors (such as mental illness, family violence, AOD etc.) to ensure decision making is fair and appropriate ▪ Makes robust decisions even when under pressure ▪ Seeks confirmation from senior staff when uncertain about a decision ▪ Demonstrates a high degree of personal and professional integrity, ensures that all decisions and behaviours are in accordance with the organisation's code of conduct, understands various trade-offs when dealing with ambiguous cases and seeks guidance from a manager when needed 	<ul style="list-style-type: none"> ▪ Expertly identifies and mitigates risk towards clients, community and self ▪ Exercises professional judgment to manage circumstances where a routine process or procedure will result in a negative outcome ▪ Provides guidance to other staff on how to accurately account for complex factors (such as mental illness, family violence, AOD etc.) to ensure decision making is fair and appropriate ▪ Provides feedback to new staff on their application of guidelines in ambiguous circumstances ▪ Seeks support from supervisors to support decision making as required ▪ Demonstrates a high degree of personal and professional integrity, ensures that all decisions and behaviours are in accordance with the organisation's code of conduct and provides guidance to less experienced staff dealing with ambiguous cases

7 Deliver services

Once an appropriate course of action has been identified, community housing staff must know how to deliver housing services to applicants and tenants in an efficient and effective way. A community housing worker successful in this domain:

- uses internal systems and processes
- negotiates and influences
- manages assets.

7.1 Uses internal systems and processes

To work effectively, we use a range of internal systems and processes competently. These systems include client management and facilities management systems and standard software such as Microsoft Office. We each are required to competently follow a broad range of established processes.

Table 9 | Uses internal systems and processes - proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Familiar with core processes and procedures and sources procedural information where needed ▪ Works accurately with core information and communication technology (ICT) systems ▪ Navigates available sources to access organisational policies, housing guidelines and forms ▪ Ready to adapt practices to maximise use of digital tools and technologies ▪ Maintains accurate electronic records ▪ Monitors and utilises critical information 	<ul style="list-style-type: none"> ▪ Completes core processes in line with published procedural information ▪ Uses discretion to adapt core procedures and processes to better deliver the organisation's mission for clients ▪ Demonstrates competence across issue management processes ▪ Extracts information and evidence from computer (or IT) systems to support investigative research 	<ul style="list-style-type: none"> ▪ Where relevant, contributes to procedural information to ensure accessibility and accuracy ▪ Demonstrates competence across issue management processes ▪ Guides others on issue management processes ▪ Extracts data from core computer systems to identify trends and guide planning ▪ Initiates improvements to procedures

7.2 Negotiates and influences

To secure outcomes that are both in the best interest of the client and the result of their own decision making, we frequently need to introduce clients (and at times, neighbours and community members) to alternative or new options and to encourage them to consider taking an alternative or new course of action. To do this, we employ a range of skills and attributes including the ability to engage with clients to build their internal motivation, rather than insisting the client take a particular action.

Table 10 | Negotiates and influences - proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Asks thoughtful questions and engages respectfully to understand client's motivations ▪ Encourages clients to consider alternatives ▪ Successfully works with clients to ensure compliance where required ▪ Attempts to arrive at an agreed compromise in cases of disputes with support from a supervisor ▪ Identifies opportunities to support tenants learn skills required for sustaining their tenancy particularly in relation to paying rent, looking after the property and relationships with neighbours 	<ul style="list-style-type: none"> ▪ Develops skills in motivational interviewing to encourage clients to engage in additional supports and modify problematic behaviours ▪ Uses incidental conversations to - raise and discuss sensitive barriers to action with clients ▪ Negotiates with clients in areas of dispute to arrive at a resolution ▪ Negotiates with neighbours and community members in areas of dispute to arrive at a resolution, ▪ Provides clients with an opportunity to come up with alternative ideas that suit the organisation, the community and the client ▪ Successfully looks for opportunities to support tenants learn skills required for sustaining their tenancy particularly in relation to paying rent, looking after the property and relationships with neighbours 	<ul style="list-style-type: none"> ▪ Skilfully utilises motivational interviewing to promote help seeking behaviours, discourage problematic behaviours and ensures compliance with rules and regulations ▪ Resolves disputes with mutually beneficial outcomes to client and the community with arbitration in VCAT used only as a last resort ▪ Guides other staff members to manage clients who are resistant to change ▪ Seeks common interests and mutually beneficial solutions were possible for the organisation, the community and the client ▪ Creates conditions that prepare tenants for learning skills that will support them to sustain their tenancy (particularly in relation to paying rent, looking after the property and relationships with neighbours) while addressing the tenants immediate needs

7.3 Manages assets

Our assets are a core enabler of our organisation and are key to provide housing for our clients into the future. As a result, we must proactively maintain our assets to maximise our portfolio. Staff are required to identify when a property requires attention, conduct or commission repairs or build modifications (such as disability modifications) and determine if a property is no longer suitable for occupancy.

Table 11 | Manages assets - proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Understands the organisation's obligations in assessing, managing and repairing properties ▪ Conducts or commissions repairs and modifications consistent with relevant codes and regulations 	<ul style="list-style-type: none"> ▪ Understands standard practices in protecting and managing organisational properties ▪ Identifies risks and issues quickly ▪ Monitors trends in repair requirements across a portfolio to inform proactive intervention, where possible ▪ Able to answer questions of new staff on the obligations of the organisation in assessing, managing and repairing assets 	<ul style="list-style-type: none"> ▪ Effectively manages assessment and repair of properties ▪ Monitors trends in asset requirements across a portfolio to inform proactive intervention, where possible ▪ Shares knowledge with others on the obligations of the organisation in assessing, managing and repairing assets ▪ Provides guidance and expert advice on the lifecycle of assets

8 Manage self

The work of community housing staff can be highly challenging and demanding as they are likely to be engaging in challenging client interactions or experiencing ongoing exposure to vulnerability and disadvantage. In this context, staff must manage numerous competing priorities, deliver time critical actions often in difficult circumstances and ensure that they are able to continue producing high quality work in an emotionally taxing environment. A community housing worker successful in this domain:

- manages time effectively
- is adaptable and flexible
- demonstrates resilience and self-care.

8.1 Manages time effectively

In a resource constrained environment, we are often required to balance numerous competing priorities and deliver positive outcomes with limited capacity. To do this, we must efficiently prioritise, plan and coordinate activities and logistics.

Table 12 | Manages time effectively – proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Comfortably uses the organisation's technology and tools to manage the allocation of time ▪ Undertakes a structured process to prioritise activities ▪ Recognises the difference between urgent and important activities to attend to both types ▪ Is aware of the likely duration for core tasks ▪ Is organised and diligent in completing tasks on time ▪ Seeks guidance on reorganising tasks when unexpected interruptions arise 	<ul style="list-style-type: none"> ▪ Prioritises own tasks to ensure own workload is managed as effectively as possible ▪ Plans activities in advance to ensure deadlines are met and interdependent tasks are completed in the appropriate sequence ▪ Completes both day to day tasks and high priority tasks in timely manner ▪ Reorganises activities when unexpected interruptions arise 	<ul style="list-style-type: none"> ▪ Actively manages interruptions to ensure sufficient productivity of self (and others) ▪ Supports others to prioritise tasks to ensure workload is managed as effectively as possible ▪ Completes high volumes of work keeping a rapid pace without sacrificing accuracy ▪ Meets and exceeds deadlines through efficiencies

8.2 Is adaptable and flexible

Given our dynamic and varied responsibilities, and the often-changing circumstances of clients, we must be adaptable in how we address and meet client needs and preferences. We are prepared to think flexibly and are comfortable with the knowledge that situations may change without notice and be able to work with that uncertainty and unpredictability.

Table 13 | Is adaptable and flexible – proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Demonstrates an appetite to learn new skills ▪ Demonstrates readiness to learn from others through asking questions, observation, mentoring and shadowing ▪ Demonstrates readiness to assist or take on resolution of an urgent issue ▪ Accepts new and different situations as a matter of course ▪ Identifies opportunities to improve own efficiency ▪ Takes on board feedback from peers and manager on work practices and performance ▪ Able to collaborate productively with other team members and accommodate a wide range of work practices contributing to a positive work environment 	<ul style="list-style-type: none"> ▪ Demonstrates an appetite for learning new approaches (to reflect organisational priorities) ▪ Reflects on own approach to inform improved practices ▪ Suggests alternative or innovative approaches to get better outcomes for clients and assets ▪ Uses discretion to adapt a previously decided pathway when new information reveals an alternative, and preferred, solution ▪ Seeks out feedback from peers and manager regarding work practices and performance ▪ Actively looks for opportunities to work with others within the organisation 	<ul style="list-style-type: none"> ▪ Demonstrates established patterns of self-reflection and modifying own practice to integrate new approaches that achieve better outcomes for clients and the organisation ▪ Encourages others to reflect on and learn from experiences ▪ Actively seeks out alternate approaches or services to support clients when conventional options are not available or in the client's best interest ▪ Encourages others to think 'outside of the box' to get better outcomes for clients or communities ▪ Role models receiving and giving useful feedback ▪ Fosters an environment of collaboration, team work and flexibility

8.3 Demonstrates resilience and self-care

We must manage not only challenging events in their clients' lives, but also the cumulative effect of ongoing, emotionally taxing work on their wellbeing. To be successful in such an environment, we bring a degree of resilience and an ability to implement self-care strategies. Resilience speaks to our ability to maintain a positive attitude and continue to deliver consistently high-quality work despite the challenging environment. Self-care refers what we do to maintain our own wellbeing.

Table 14 | Demonstrates resilience and self-care - proficiency levels

FOUNDATIONAL	EMERGENT	LEADING
<ul style="list-style-type: none"> ▪ Applies tools and techniques for maintaining composure when dealing with challenging client interactions or exposure to vulnerability and disadvantage ▪ Applies self-care tools and techniques for building resilience and ensuring own wellbeing ▪ Has a clear understanding of own limitations and can identify when to seek support ▪ Seeks support proactively ▪ Is aware of personal reactions to clients, monitors its influence on the quality of service delivery and seeks support where required 	<ul style="list-style-type: none"> ▪ Comfortably works with clients with complex or challenging circumstances and in stressful environments while appropriately applying techniques for maintaining own wellbeing ▪ Implements self-care techniques to address feelings of being overwhelmed ▪ Employs a range of self-care tools and techniques to prevent burn-out and enable quick recovery following challenging events ▪ Seeks support proactively ▪ Is aware of their own personal triggers that may create a negative reaction towards a client and ensures that all clients receive the same level of high quality service 	<ul style="list-style-type: none"> ▪ Is expert at utilising tools and techniques for maintaining wellbeing and self-care when dealing with clients in extremely challenging circumstances and stressful environments ▪ Role models help-seeking behaviour ▪ Supports other staff members to manage challenging situations and contributes to the development of processes and procedures for supporting staff wellbeing within the team

9 Application of the capability framework

There are several possible applications of this capability framework including the support of:

- recruitment
- self and/or manager assessment
- identifying training needs and/or professional development discussions
- as a training tool itself.

A companion tool for self and/or manager assessment has been developed alongside this document. This section outlines some general guidance as to how the capability framework can be used in the development of position descriptions.

Many position descriptions include a section that outlines the capabilities required for the advertised role. This section is often labelled as: 'competencies', 'knowledge skills and attributes', 'key skills' and other headings along a similar theme. The capabilities in this framework can be used to populate that section. Consistent with this framework, it is recommended that the emphasis remain on capabilities as described in behavioural terms rather than a breakdown of knowledge, skills and attributes. Below is example text for how the capabilities in this framework could be inserted into a position description for a community housing role. Each organisation may choose to add text that is specific to their context and the specific role being advertised.

Required capabilities

The advertised position is expected to demonstrate the below capabilities at the [foundational / emergent / leading] level in addition to role specific and organisation specific criteria.

Understands the contemporary housing context

Knows and applies the rules and commitments under which [organisation name] operates

- Is aware of available options for clients
- Establishes and maintains relationships with other services and providers

Understands clients and their needs

- Applies client-centred practice
- Listens actively
- Communicates appropriately and effectively

Determines solutions

- Investigates and solves problems
- Makes decisions appropriately and transparently

Delivers services

- Is competent in using [organisation name]'s internal systems and processes
- Can negotiate effectively and influence clients
- Manages assets successfully

Manages self

- Manages time efficiently
- Is adaptable and flexible
- Demonstrates resilience and self-care