Community Housing Workforce Capability Framework

Strengthening Community Housing Workforce Capability Through Professionalisation of Employment and Development Pathways

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| About the Community Housing Workforce Capability Framework

The Community Housing Workforce Capability (CHWC) Framework conveys the capabilities that are valued and commonly required for successful performance in key community housing roles, teams and organisations. It offers a practical and structured approach to recruiting, onboarding, developing and retaining staff, supported by various learning and development tools and resources.

The CHWC Framework has been designed with current and future needs of the industry at its core. As demand for social and affordable housing continues to grow in NSW, the framework is underpinned by a deep understanding of the challenges that exist within organisational practices and the experiences of frontline, managerial and specialist staff.

Informed by significant research and analysis across a broad spectrum of the workforce, the framework details a range of attributes, skills and knowledge across four groups of capability to foster an employee's performance, growth and retention. Insights garnered have resulted in a contemporary framework that:

- ✓ aligns to typical employment journeys in useful and usable ways

- ✓ supports employees meet the constant and complex needs of their daily work environment

- ✓ strengthens induction and training processes

- ✓ offers practical, structured pathways and tools to guide Community Housing Providers people development and succession planning

- ✓ presents opportunities for employees to take ownership of developing their careers to maximise potential and progression

- ✓ builds a more competent, diverse, and professionalised workforce that can adapt to ever-changing needs

- ✓ enhances the provision of quality tenant, client and customer support and management

A Guide to Strengthening Workforce Capability

The CHWC Framework aims to enhance and professionalise the capability of industry employees through a range of relevant and diverse learning and development options. It is a complementary guide to any existing organisational frameworks.

Approach & Methodology
Designing the Community Housing Workforce Capability Framework

The CHWC Framework uses an employee-centred approach to building capability. Data analysis and extensive workforce research forms the basis of its construct by acknowledging the attributes, skills and knowledge desired and required by the sector. Key design principles included:

- **Connecting** with the workforce to understand needs, gaps, pain points and opportunities

- **Collaborating** with industry to consult, ideate and prototype framework designs

- **Tailoring** frameworks to create useful, usable and desirable sectoral solutions

- **Supporting** employees and organisations with tools and resources to successfully grow and develop throughout key employment phases

- **Professionalising** the industry with a contemporary, best practice approach to enhance and guide career performance and progression

Progression of Key Design Activities & Actions

Engage
- Identify stakeholders
- Build consensus for scope, research focus and design
- Establish cross-functional Project Group

Discover
- Conduct data and performance analysis
- Identify research audiences
- Undertake workforce interviews and research
- Document findings of needs, challenges, concerns and opportunities
- Develop workforce personas profiling summary of findings by area and role type

Define
- Synthesise findings to agree key insights, themes, sentiments and actionable problems
- Document capabilities and requirements across employment journey phases by area and role type
- Harness insights to develop a practical, structured framework

Design
- Establish Reference Group
- Review and validate capabilities and groups by area and role type
- Define capabilities and levels of competency
- Re-map capabilities across employment journeys according to ideal learning and development timeframes
- Ideate training, tools and resource requirements to support Learning & Development Framework

Perform
- Develop agreed programs, online Learning & Development Framework toolkit and resources
- Launch to industry
- Implement interventions with appropriate monitoring and evaluation mechanisms
- Continuously evolve and enhance framework to support ongoing needs

Workforce Audiences

Capabilities Designed for Key Community Housing Workforce Employees

The CHWC and Learning and Development Frameworks are designed to address the needs and requirements of key staff employed in supporting application, tenancy and asset management. Each group of identified capabilities aims to provide opportunities for workforce employees to successfully undertake their roles in an often changing and challenging environment, whilst advancing and progressing their careers within the industry.

Community Housing Workforce Audiences

Area | Within Industry

AD   **Access & Demand**

T   **Tenancy**

A   **Assets**

Role Type | Key Participants

FS   **Frontline Staff**

TM   **Team Leaders & Managers**

S   **Specialists**

Community Housing Workforce Capability Framework

| Strengthening Capability Through Professionalisation of Employment & Development Pathways
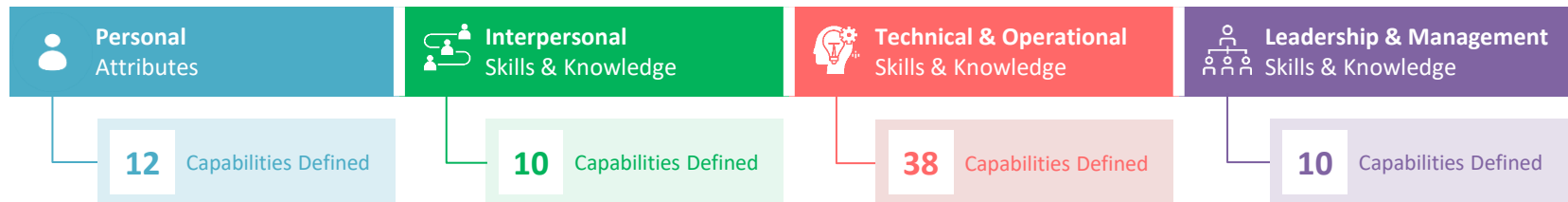
Capability Framework Structure

Your Guide to Strengthening Workforce Capability

The CHWC Framework comprises four core groups of desired attributes, skills and knowledge that are commonly required of key Community Housing employees. Groups and capabilities are relevantly aligned to each stage of an employees lifecycle through Learning and Development Journeys by area and role type, for which three levels of competency can be assessed.

4 Groups + 70 Capabilities

Related capabilities are organised within four core groups. Each capability is appropriately named with relevance to its function and role within the industry and described as a statement to assess competency against.

Personal Attributes	Interpersonal Skills & Knowledge	Technical & Operational Skills & Knowledge	Leadership & Management Skills & Knowledge
12 Capabilities Defined	**10** Capabilities Defined	**38** Capabilities Defined	**10** Capabilities Defined

3 Levels of Competency

Three broad levels of competency can be used to assess an individuals skills, knowledge and ability against each capability according to your own organisational context.

★ **Introductory**	★ ★ **Proficient**	★ ★ ★ **Expert**
No or minimal knowledge. May have exposure to skill and understand basic concepts but lack experience.	Competent and skilled with good working and background knowledge of area.	Highly developed knowledge and skill level. Solid experience and training with advanced understanding of concepts.

Capability Framework Structure

| 4 Groups + 70 Capabilities

Related capabilities are organised into four core groups: **Personal**, **Interpersonal**, **Technical & Operational**, and **Leadership & Management**. Each group of attributes, skills and knowledge applies to the key workforce audiences, however defined capabilities vary dependant upon applicable area and role type. These are mapped and specified within the Community Housing Workforce Learning and Development Framework.

12 Personal | Attributes
Personal attributes and internal abilities and behaviours that help manage emotions, cope with challenges and learn new information. Essential to each role and often require ongoing development.

10 Interpersonal | Skills & Knowledge
Behaviours and tactics used to effectively interact, communicate, and work with others. Critical to each role and sometimes require ongoing development.

38 Technical & Operational | Skills & Knowledge
Skills, knowledge and abilities needed to perform specific tasks. Vary by role type and area and sometimes require ongoing development.

10 Leadership & Management | Skills & Knowledge
Individual strengths and abilities to oversee processes and performance while helping guide others and initiatives towards the achievement of goals. Specific to people management and supervisory roles and sometimes require ongoing development.

Groups of Capabilities

| Master List Common & Desired Workforce Attributes, Skills & Knowledge by Group

Personal | Attributes

Adaptable	Agility	Coachability	Compassion	Emotional Intelligence	Empathy	Flexible	Open-Minded	Resilience	Self Care & Boundaries	Social Responsibility	Values

Interpersonal | Skills & Knowledge

Collaboration	Communication	Conflict Resolution	Critical Thinking	Cultural Awareness & Diversity	Cultural Safety	Growth Mindset	Language, Literacy & Numeracy	Managing Difficult Behaviour	Workplace Boundaries & Bullying

Technical & Operational | Skills & Knowledge

Ageing Support	Antisocial Behaviour	Asset Management	Building Skills	Challenging Behaviour	Child Protection	Community Engagement	Complex Needs & Vulnerable Clients	Contract Management	Contractors & Tenants	Customer Service	Disability	Domestic & Family Violence
Emergency Preparedness	Engagement	Governance	Hoarding & Squalor	Housing Policies	Income Assessment	Information & New Technology	Judgement & Decision Making	Mental Health	National Disability Insurance	NSW Civil & Administrative Tribunal	Reflective Practice	Rent Assessment & Calculation
Residential Tenancy Act	Risk & Compliance	Scoping	Sector Context & History	Stakeholder Management	Strategic Thinking	Strengths Based Practice	Tenancy Management	Time Management	Trauma Informed Care & Practice	Understand Tenants, Clients & Customers	Work Health & Safety	

Leadership & Management | Skills & Knowledge

Coaching & Mentoring	Emerging Leaders	HR	Leadership	People Management	Staff Management	Stress Management for Staff	Supervision	Training Staff	Vulnerable & Complex Needs of Staff

Groups of Capabilities

| Master List Frontline Staff

COMMUNITY HOUSING INDUSTRY ASSOCIATION NSW

👤 Personal | Attributes

Adaptable	Agility	Coachability	Compassion	Emotional Intelligence	Empathy	Flexible	Open-Minded	Resilience	Self Care & Boundaries	Social Responsibility	Values

👥 Interpersonal | Skills & Knowledge

Collaboration	Communication	Conflict Resolution	Critical Thinking	Cultural Awareness & Diversity	Cultural Safety	Growth Mindset	Language, Literacy & Numeracy	Managing Difficult Behaviour	Workplace Boundaries & Bullying

⚙️ Technical & Operational | Skills & Knowledge

Ageing Support	Antisocial Behaviour	Challenging Behaviour	Child Protection	Complex Needs & Vulnerable Clients	Contract Management	Contractors & Tenants	Customer Service	Disability	Domestic & Family Violence	Emergency Preparedness	Engagement	Hoarding & Squalor
Housing Policies	Income Assessment	Information & New Technology	Judgement & Decision Making	Mental Health	National Disability Insurance	NSW Civil & Administrative Tribunal	Reflective Practice	Rent Assessment & Calculation	Residential Tenancy Act	Risk & Compliance	Sector Context & History	Strengths Based Practice
Tenancy Management	Time Management	Trauma Informed Care & Practice	Understand Tenants, Clients & Customers	Work Health & Safety								

🔧 Leadership & Management | Skills & Knowledge

Emerging Leaders

Groups of Capabilities

👤 Personal | Attributes

Adaptable	Agility	Coachability	Compassion	Emotional Intelligence	Empathy	Flexible	Open-Minded	Resilience	Self Care & Boundaries	Social Responsibility	Values

Interpersonal | Skills & Knowledge

Collaboration	Communication	Conflict Resolution	Critical Thinking	Cultural Awareness & Diversity	Cultural Safety	Growth Mindset	Language, Literacy & Numeracy	Managing Difficult Behaviour	Workplace Boundaries & Bullying

Technical & Operational | Skills & Knowledge

Ageing Support	Antisocial Behaviour	Challenging Behaviour	Child Protection	Complex Needs & Vulnerable Clients	Contract Management	Customer Service	Disability	Domestic & Family Violence	Emergency Preparedness	Engagement	Governance	Hoarding & Squalor
Housing Policies	Information & New Technology	Judgement & Decision Making	Mental Health	Reflective Practice	Residential Tenancy Act	Risk & Compliance	Sector Context & History	Stakeholder Management	Strategic Thinking	Strengths Based Practice	Tenancy Management	Time Management
Trauma Informed Care & Practice	Understand Tenants, Clients & Customers	Work Health & Safety										

Leadership & Management | Skills & Knowledge

Coaching & Mentoring	HR	Leadership	People Management	Staff Management	Stress Management for Staff	Supervision	Training Staff	Vulnerable & Complex Needs of Staff

Groups of Capabilities

| Master List Specialists

Personal | Attributes

Adaptable	Agility	Coachability	Compassion	Emotional Intelligence	Empathy	Flexible	Open-Minded	Resilience	Self Care & Boundaries	Social Responsibility	Values

Interpersonal | Skills & Knowledge

Collaboration	Communication	Conflict Resolution	Critical Thinking	Cultural Awareness & Diversity	Cultural Safety	Growth Mindset	Language, Literacy & Numeracy	Managing Difficult Behaviour	Workplace Boundaries & Bullying

Technical & Operational | Skills & Knowledge

Ageing Support	Antisocial Behaviour	Asset Management	Building Skills	Challenging Behaviour	Child Protection	Community Engagement	Complex Needs & Vulnerable Clients	Contractors & Tenants	Customer Service	Domestic & Family Violence	Emergency Preparedness	Engagement
Governance	Hoarding & Squalor	Housing Policies	Information & New Technology	Judgement & Decision Making	Mental Health	National Disability Insurance	NSW Civil & Administrative Tribunal	Reflective Practice	Residential Tenancy Act	Risk & Compliance	Scoping	Sector Context & History
Stakeholder Management	Strategic Thinking	Strengths Based Practice	Tenancy Management	Time Management	Trauma Informed Care & Practice	Understand Tenants, Clients & Customers	Work Health & Safety					

Leadership & Management | Skills & Knowledge

Coaching & Mentoring	Emerging Leaders	Leadership	Stress Management for Staff	Vulnerable & Complex Needs of Staff

Personal | Attributes

Personal and internal abilities and behaviours that help manage emotions, cope with challenges and learn new information. Essential to each role and often require ongoing development.

Adaptable

Able to change or be changed in order to fit or work better as situations arise.

Agility

Being responsive and flexible with the ability to adapt to changing conditions.

Coachability

Capable of being easily taught and trained to improve and demonstrating a willingness to accept feedback.

Compassion

Demonstrate a sympathetic awareness of others' distress or misfortune with a desire to assist.

Emotional Intelligence

Ability to understand and manage your own emotions and those of the people around you.

Empathy

Ability to understand what other people feel, to see things from their point of view and imagine yourself in their situation.

Flexible

Ability and willingness to respond and adjust to changes by being open-minded, optimistic and looking ahead.

Open-Minded

Willing to listen to other ideas and opinions and being open to change.

Resilience

Ability to develop and engage with strong resources and support networks to manage stress and conflict.

Self Care & Boundaries

Ability to take care of your mental, emotional and physical health to achieve balance across your personal and work life.

Social Responsibility

Being aware that your actions and decisions impact what is going on around you. It often reflects your ability to be informed, being active in the community, sensitive to others' needs, and taking care of your environment.

Values

Identifying what you believe is important in the way you live and work.

LEVELS OF COMPETENCY: ★ Introductory ★★ Proficient ★★★ Expert

Interpersonal | Skills & Knowledge

Behaviours and tactics used to effectively interact, communicate, and work with others. Critical to each role and sometimes require ongoing development.

Collaboration

Actively build relationships and work with other people, agencies and services to share information and resources, and achieve common goals.

Communication

Transfer information to another person, group or place with the ability to be understood or understand. Deliver effective and clear communication using a range of techniques, including listening, non-verbal cues, approachable tone, being open-minded, respectful of others, showing empathy, and reciprocating feedback.

Conflict Resolution

Communicate effectively with clients and others to prevent, de-escalate or resolve situations where conflict may arise. This involves resolving the difference or conflict through negotiation so all parties have been heard with their point of view given due consideration.

Critical Thinking

Ability to think about a topic or issue in an objective and critical way, including making observations, analysing outcomes, interpreting results, reflecting on issues, evaluating to problem solve, and providing direction or employing decision making skills.

Cultural Awareness & Diversity

Awareness and positive recognition of diversity in the workplace by acknowledging the individual strengths of each person and allowing them to reach their full potential.

Cultural Safety

Demonstrate an understanding and awareness of the needs for individuals, organisations and systems to be culturally safe and the impact your own culture and cultural values may have on Aboriginal and Torres Strait Islander people. This includes ensuring all people feel comfortable, supported and respected within their environment.

Growth Mindset

Ability to identify opportunities to grow the business and solve problems creatively. It involves proactively embracing challenges and framing them as opportunities for change and growth.

Language, Literacy & Numeracy

Ability to effectively read, write, speak and numerate information, text, ideas and data in the workplace.

Managing Difficult Behaviour

Clearly and concisely communicate with the ability to de-escalate conflict, negotiate, problem solve, and understand underlying factors that may lead to difficult and challenging client behaviours.

Workplace Boundaries & Bullying

Understand concepts of bullying, providing a safe work environment, establishing boundaries, and being cognisant of the Fair Work Act of NSW with regard to physical, emotional and communication boundaries. Managers and supervisors must also understand how and why boundaries are important within the workplace.

LEVELS OF COMPETENCY: ★ Introductory   ★ ★ Proficient   ★ ★ ★ Expert

Technical & Operational | Skills & Knowledge

Skills, knowledge and abilities needed to perform specific tasks. Vary by role type and area and sometimes require ongoing development.

Ageing Support

Sound knowledge and understanding to support the housing needs of ageing tenants. This includes building effective relationships with health and aged care services and ensuring properties are accessible to meet current and emerging requirements.

Antisocial Behaviour

Advanced understanding of the Residential Tenancies Act with the ability to apply negotiation and problem solving skills and de-escalation strategies to the antisocial behaviour of tenants or applicants that may cause alarm, distress or harassment to others.

Asset Management

Ability to develop, own and manage housing assets for the purpose of supplying well maintained rental properties to people on very low and low incomes. Demonstrate a planned approach to asset acquisitions, disposals and risk to meet set property management standards, and have asset management policies and procedures in place in accordance with the National Regulatory System for Community Housing.

Building Skills

Effective coordination, outsourcing and management of main maintenance and building development to contractors aligned to asset policies and procedures. Demonstrate comprehensive understanding of building regulations, other asset performance standards and information according to the National Construction Code, Building Code of Australia and Community Housing Industry Association Schedule of Rates.

Challenging Behaviour

Ability to apply organisational policies and procedures in de-escalating and negotiating an incident where culturally unacceptable behaviour and the physical safety of others is placed, or likely to be placed, in serious harm.

Child Protection

Sound understanding of the Children and Young Persons (Care and Protection) Act 1998, emphasising the care of children and young people is a responsibility shared by families, government and the agencies working in partnership. This includes holding a Working with Children Check and undergoing training as a Mandatory Reporter, whom are required by law to report suspected child abuse and neglect to the appropriate government authorities.

Community Engagement

Demonstrate effective strategies to ensure communities participate in decisions affecting them and at a level which meets expectations to help strengthen relationships between organisations and tenants. This includes the ability to coordinate and facilitate events and activities, apply a strengths based approach to engagements, communicate effectively, and adapt to changing requirements.

Complex Needs & Vulnerable Clients

Ability to recognise applicants and tenants with complex needs spanning across health and social issues and respond to or refer them appropriately as required. This includes communicating effectively, networking and collaborating with other support services, and an understanding of implementing a strengths based approach.

Contract Management

Effective management of contracts through exploration of the contract lifecycle - from tendering and negotiating, to managing risk and administering contracts. It requires fostering solid working relationships with suppliers and contractors to manage their performance, manage variations and resolve disagreements.

Contractors & Tenants

Ability to effectively communicate with tenants regarding contractor and maintenance arrangements. This includes clear explanation of how repair requests will be responded to, tenant requirements for providing access to maintenance staff to undertake repairs, informing tenants of the standards of behaviour expected of contractors while at the property, and complaints processes if standards are not met.

LEVELS OF COMPETENCY: ★ Introductory   ★ ★ Proficient   ★ ★ ★ Expert

Technical & Operational | Skills & Knowledge

Skills, knowledge and abilities needed to perform specific tasks. Vary by role type and area and sometimes require ongoing development.

Customer Service

Consistently comply and adhere to Community Housing Provider values and expectations to ensure clients are treated and serviced with dignity. Demonstrate accountability to ensure customers are fully informed of their rights, including maintaining personal boundaries.

Disability

Understand how to address barriers and encourage active participation in an impaired clients community by providing appropriate housing and support to maintain a sustainable tenancy and environment.

Domestic & Family Violence

Understand how to deal with survivors of domestic violence and/or the perpetrators including support services available in the local community, the impact of trauma on survivors, and the strengthening of Residential Tenancy Act in NSW for survivors of Domestic and Family Violence (DFV).

Emergency Preparedness

Ability to implement emergency procedures in the event of a crisis such as weather impacts, government health directions, law enforcement, or internal malfunctions within the office or housing environment. This involves maintaining up to date information and understanding of the emergency procedures and practices required to support clients and workplaces, as well as the roles staff may be assigned in case of an emergency.

Engagement

Effectively interact with people, stakeholders and business partners to achieve desired outcomes between parties. This includes inviting others to take an active role in activities, having a high regard for their involvement in decision making and the ability to work well together.

Governance

Understand the framework of rules, relationships, systems and processes by which authority is exercised and controlled within organisations, including adherence to all policies and procedures. Managers and supervisors are also responsible for ensuring their governance represents best practice.

Hoarding & Squalor

Understand the differences between hoarding and squalor, including support services available to assist tenants health and safety issues and requirements of the Residential Tenancies Act.

Housing Policies

Understand the organisational policies and principles that guide your area of work to ensure successful implementation and management of related processes and procedures.

Income Assessment

Understand eligibility guidelines on income and assets with the ability to make assessments according to the Community Housing Rent Policy guidelines as a percentage of income, including wages, statutory payments, self employment earnings and accessible supplements.

Information & New Technology

Currency and knowledge in the use of technology in the workplace to drive business operations and improve communication, efficiency and performance. This includes emailing, digital conferencing, word processing, search engines and management systems, whilst being open to changes and learning new programs, software, hardware and other infrastructure.

LEVELS OF COMPETENCY: ★ Introductory   ★★ Proficient   ★★★ Expert

Technical & Operational | Skills & Knowledge

Skills, knowledge and abilities needed to perform specific tasks. Vary by role type and area and sometimes require ongoing development.

Judgement & Decision Making

Ability to objectively assess situations or circumstances using all relevant information and apply past experience in order to come to a conclusion or make a decision.

Mental Health

Ability to work with clients experiencing mental illness that interferes with their cognitive, emotional and social abilities by demonstrating an understanding of language, strengths based practices and the recovery model.

National Disability Insurance

Understand the role of the National Disability Insurance Agency (NDIA) in implementing and managing the National Disability Insurance Scheme (NDIS) by providing support and funding to people with disabilities, their families and carers. When registered as a Specialist Disability Accommodation (SDA) provider, this includes offering a range of housing designed with accessible features to assist people registered and approved by the NDIA.

NSW Civil & Administrative Tribunal (NCAT)

Advanced understanding of the Residential Tenancies Act (2010) with the ability to represent an organisation at the Tribunal, undertake investigations, demonstrate effective communication and negotiation skills, and prepare cases for the tribunal to resolve disputes between tenants and landlords.

Reflective Practice

Ability to stop and think about how we work, how we respond to customers and colleagues, and how we look after ourselves as the initial building block of wellbeing. This includes sound skills for general staff members to reflect on their work, whilst managers demonstrate the skills and determination to ensure their teams are given the opportunity to undertake reflective practice as part of their role.

Rent Assessment & Calculation

In accordance with the Community Housing Rent Policy and the NSW Affordable Housing Ministerial Guidelines, effectively determine the rent tenants are asked to pay, how it is calculated and the situations where rent is being recalculated or changed, including the level of Commonwealth Rent Assistance applicable. Understand and implement relevant policies and procedures associated with rent calculations and communicate this clearly to tenants during signup.

Residential Tenancy Act (RTA)

Demonstrate an effective working knowledge of the RTA (2010) terms of agreement and matters for upholding sections of the Act. This includes understanding how the law affects landlords, the tenant relationship, how to manage tenancies and keep tenants informed, and deal confidently with tenant disputes to existing and future residential tenancy agreements in respect of residential premises.

Risk & Compliance

Ability to assess, plan and manage factors that might adversely affect operations of an organisation or business as well as demonstrating compliance with established rules and regulations. This includes having an understanding and knowledge of regulatory frameworks and how they apply to individual roles.

Scoping

Effectively conduct assessment of property conditions against agreed standards with comprehensive understanding and compliance of the NSW Land and Housing Corporation (LAHC) Asset Maintenance Framework and/or the Community Housing Industry Schedule of Rates (CHISOR).

Sector Context & History

Understand the sectors work environment with particular reference to community housing values and purpose, development and changes in social housing policy, the range of client groups, and role of housing in society and our local communities.

LEVELS OF COMPETENCY: ★ Introductory   ★ ★ Proficient   ★ ★ ★ Expert

Technical & Operational | Skills & Knowledge

Skills, knowledge and abilities needed to perform specific tasks. Vary by role type and area and sometimes require ongoing development.

Stakeholder Management

Effectively engage, organise, monitor and improve relationships with stakeholders to successfully deliver projects and initiatives.

Strategic Thinking

Ability to think ahead and anticipate potential issues, question or challenge conventional thinking, and demonstrate agility by pivoting when required with reference to past experiences. This involves problem solving, decision making and developing realistic action plans to achieve specific outcomes and goals.

Strengths Based Practice

Effective ability to collaborate between people supported by services and those supporting them by working together to determine an outcome that draws on the individuals strengths and assets.

Tenancy Management

Effective working knowledge and management of tenancies and properties in accordance with the RTA (2010) by demonstrating high level customer service of all matters. This includes lease signings and renewals, rent assessments and reviews, vacant property processes, sustaining tenancies, responding to complex needs of tenants, and referrals as appropriate.

Time Management

Ability to organise, plan and manage yourself and time between different activities including setting goals, identifying priorities, resource allocation and delivery, monitoring progress and reflecting on outcomes.

Trauma Informed Care & Practice

Effectively implement a practice of care by creating an environment of safety, trustworthiness, choice, collaboration and empowerment. This includes using a framework that recognises the impact of power differentials in service settings, maximises self-determination, supports autonomy, and empowers individuals to learn about the nature of their injuries to take responsibility in their own recovery.

Understand Tenants, Clients & Customers

Understand and effectively work with the range of people who come to community housing with varied needs, including issues they may be experiencing and the ability to respond appropriately to ensure a sustainable tenancy.

Work Health & Safety

Adept demonstration of skills and knowledge in safe work practices to ensure the health and safety of self and others. This includes when undertaking visits to tenants at their property or when working with applicants and tenants with challenging behaviour. Managers are also responsible for ensuring all organisational policies, procedures and programs are maintained and evaluated in their relevant work area.

LEVELS OF COMPETENCY: ★ Introductory   ★ ★ Proficient   ★ ★ ★ Expert

Leadership & Management | Skills & Knowledge

Individual strengths and abilities to oversee processes and performance while helping guide others and initiatives towards the achievement of goals. Specific to people management and supervisory roles and sometimes require ongoing development.

Coaching & Mentoring	Emerging Leaders	HR	Leadership	People Management
Ability to coach by teaching another staff member knowledge and skills using a time focussed plan, whilst mentoring by guiding mentees work through sharing of own knowledge and experience.	Demonstrating the quality, values and behaviours to enhance knowledge and skills for leading, motivating and inspiring high performing individuals and teams.	Ability to effectively manage all matters related to employees including recruitment and staffing, compensation and benefits, training and learning, labour and employee relations, and organisational development.	Consistently model professionalism in the workplace and industry and inspire and motivate others to achieve organisational goals.	Effective management of people and working collaboratively with internal and external stakeholders, including the practice of recruiting, training, engaging, and retaining employees to optimise talent and productivity.

Staff Management	Stress Management for Staff	Supervision	Training Staff	Vulnerable & Complex Needs of Staff
Ability to identify the purpose, function and role of the team or unit in line with business plans and strategic directions of the organisation, including planning, organising, staffing, leading and controlling.	Recognise the signs and sources of stress and develop and share stress management techniques to ensure staff are supported as they encounter challenging clients and workloads.	Effectively oversee employees by supervising and guiding performance and delivery of their work.	Ability to identify, coordinate and support staff training needs and plans to enhance skills, knowledge and workplace performance. This includes currency with the relevant experience to train and organise a plan through coaching, mentoring, professional development and/or accredited training.	Ability to recognise issues or needs, respond appropriately from a strengths based practice, and refer to more targeted services to assist staff in ensuring a safe and supportive environment.

LEVELS OF COMPETENCY: ★ Introductory   ★★ Proficient   ★★★ Expert

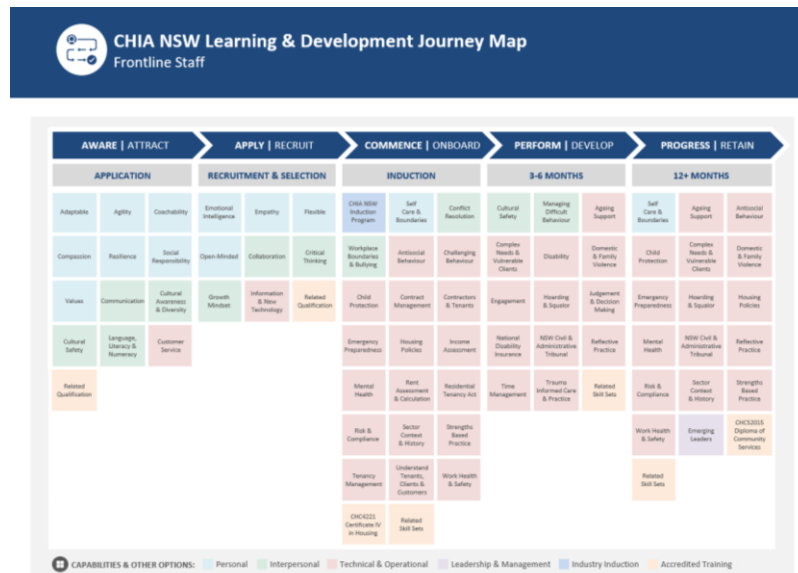# Learning & Development Framework

| Building Workforce Capability Through Practical, Tailored Solutions

Introducing the Learning & Development Framework

| Building Workforce Capability Through Practical, Tailored Solutions

The Community Housing Workforce Learning and Development Framework encourages and guides employees to acquire or advance their skills, knowledge and careers by undertaking job and industry related training throughout key phases of employment.

Beginning with an indication of the desired attributes, skills and knowledge staff bring to an organisation, Learning and Development Journey Maps provide a set of structured training goals and ideal timeframes to support performance aligned to their role, experience in industry and assessed level of competence. Learning is directed towards specific objectives e.g. following procedures or regulations, obtaining knowledge for compliance, or acquiring a skill to become more effective in fulfilling aspects of the job.

Refer to the **CHIA NSW Learning & Development Toolkit** to access the range of journey maps, training options and resources.

Informal & Formal Learning Options

Induction
CHIA NSW 2-day induction program or organisational induction

Professional Development
Short internal and external courses delivered online or face to face

On the Job
Organisational policies, procedures and systems taught in-house

Accredited Training
Qualifications, skill sets and individual units of competency

Coaching
Formal or informal Manager 1:1, mentoring and group supervision

Self-Directed Learning
Podcasts, online videos and tutorials, case studies, books and resources

Experiential Learning
Off-site industry days, lunch and learns and master classes

Learning & Development Journey Map
Master Map Frontline Staff

COMMUNITY HOUSING INDUSTRY ASSOCIATION NSW

AWARE | ATTRACT	APPLY | RECRUIT	COMMENCE | ONBOARD	PERFORM | DEVELOP	PROGRESS | RETAIN
APPLICATION	**RECRUITMENT & SELECTION**	**INDUCTION**	**3-6 MONTHS**	**12+ MONTHS**

APPLICATION

Adaptable	Agility	Coachability
Compassion	Resilience	Social Responsibility
Values	Communication	Cultural Awareness & Diversity
Cultural Safety	Language, Literacy & Numeracy	Customer Service
Related Qualification		

RECRUITMENT & SELECTION

Emotional Intelligence	Empathy	Flexible
Open-Minded	Collaboration	Critical Thinking
Growth Mindset	Information & New Technology	Related Qualification

INDUCTION

CHIA NSW Induction Program	Self Care & Boundaries	Conflict Resolution
Workplace Boundaries & Bullying	Antisocial Behaviour	Challenging Behaviour
Child Protection	Contract Management	Contractors & Tenants
Emergency Preparedness	Housing Policies	Income Assessment
Mental Health	Rent Assessment & Calculation	Residential Tenancy Act
Risk & Compliance	Sector Context & History	Strengths Based Practice
Tenancy Management	Understand Tenants, Clients & Customers	Work Health & Safety
CHC42221 Certificate IV in Housing	Related Skill Set	

3-6 MONTHS

Cultural Safety	Managing Difficult Behaviour	Ageing Support
Complex Needs & Vulnerable Clients	Disability	Domestic & Family Violence
Engagement	Hoarding & Squalor	Judgement & Decision Making
National Disability Insurance	NSW Civil & Administrative Tribunal	Reflective Practice
Time Management	Trauma Informed Care & Practice	Related Skill Set

12+ MONTHS

Self Care & Boundaries	Ageing Support	Antisocial Behaviour
Child Protection	Complex Needs & Vulnerable Clients	Domestic & Family Violence
Emergency Preparedness	Hoarding & Squalor	Housing Policies
Mental Health	NSW Civil & Administrative Tribunal	Reflective Practice
Risk & Compliance	Sector Context & History	Strengths Based Practice
Work Health & Safety	Emerging Leaders	CHC52021 Diploma of Community Services
Related Skill Set		

CAPABILITIES & OTHER OPTIONS: ■ Personal ■ Interpersonal ■ Technical & Operational ■ Leadership & Management ■ Industry Induction ■ Accredited Training

Learning & Development Journey Map
Master Map Team Leaders & Managers

COMMUNITY HOUSING INDUSTRY ASSOCIATION NSW

AWARE | ATTRACT	APPLY | RECRUIT	COMMENCE | ONBOARD	PERFORM | DEVELOP	PROGRESS | RETAIN
APPLICATION	**RECRUITMENT & SELECTION**	**INDUCTION**	**3-6 MONTHS**	**12+ MONTHS**

APPLICATION
Adaptable	Agility	Coachability
Compassion	Resilience	Social Responsibility
Values	Communication	Cultural Awareness & Diversity
Cultural Safety	Language, Literacy & Numeracy	Customer Service
Governance	Judgement & Decision Making	Risk & Compliance
Stakeholder Management	Strategic Thinking	Coaching & Mentoring
HR	Leadership	People Management
Vulnerable & Complex Needs of Staff	Related Qualification	

RECRUITMENT & SELECTION
Emotional Intelligence	Empathy	Flexible
Open-Minded	Collaboration	Critical Thinking
Growth Mindset	Information & New Technology	Staff Management
Supervision	Related Qualification	

INDUCTION
CHIA NSW Induction Program	Self Care & Boundaries	Conflict Resolution
Managing Difficult Behaviour	Workplace Boundaries & Bullying	Antisocial Behaviour
Challenging Behaviour	Child Protection	Complex Needs & Vulnerable Clients
Emergency Preparedness	Engagement	Hoarding & Squalor
Housing Policies	Mental Health	Residential Tenancy Act
Sector Context & History	Strengths Based Practice	Tenancy Management
Time Management	Trauma Informed Care & Practice	Understand Tenants, Clients & Customers
Work Health & Safety	Training Staff	Related Skill Set

3-6 MONTHS
Cultural Safety	Ageing Support	Contract Management
Disability	Domestic & Family Violence	Reflective Practice
Stress Management for Staff	Related Skill Set	

12+ MONTHS
Self Care & Boundaries	Ageing Support	Antisocial Behaviour
Child Protection	Complex Needs & Vulnerable Clients	Domestic & Family Violence
Emergency Preparedness	Hoarding & Squalor	Housing Policies
Mental Health	Reflective Practice	Sector Context & History
Strengths Based Practice	Work Health & Safety	Related Skill Set

CAPABILITIES & OTHER OPTIONS: Personal · Interpersonal · Technical & Operational · Leadership & Management · Industry Induction · Accredited Training

Learning & Development Journey Map
Master Map Specialists

COMMUNITY HOUSING INDUSTRY ASSOCIATION NSW

AWARE | ATTRACT	APPLY | RECRUIT	COMMENCE | ONBOARD	PERFORM | DEVELOP	PROGRESS | RETAIN

APPLICATION / RECRUITMENT & SELECTION / INDUCTION / 3-6 MONTHS / 12+ MONTHS

APPLICATION			RECRUITMENT & SELECTION			INDUCTION			3-6 MONTHS			12+ MONTHS		
Adaptable	Agility	Coachability	Emotional Intelligence	Empathy	Flexible	CHIA NSW Induction Program	Self Care & Boundaries	Conflict Resolution	Cultural Safety	Ageing Support	Domestic & Family Violence	Self Care & Boundaries	Managing Difficult Behaviour	Ageing Support
Compassion	Resilience	Social Responsibility	Open-Minded	Collaboration	Critical Thinking	Managing Difficult Behaviour	Workplace Boundaries & Bullying	Antisocial Behaviour	National Disability Insurance	Reflective Practice	Related Skill Set	Antisocial Behaviour	Child Protection	Complex Needs & Vulnerable Clients
Values	Communication	Cultural Awareness & Diversity	Growth Mindset	Information & New Technology	Related Qualification	Challenging Behaviour	Child Protection	Community Engagement				Domestic & Family Violence	Emergency Preparedness	Hoarding & Squalor
Cultural Safety	Language, Literacy & Numeracy	Asset Management				Complex Needs & Vulnerable Clients	Contractors & Tenants	Emergency Preparedness				Housing Policies	Mental Health	NSW Civil & Administrative Tribunal
Building Skills	Customer Service	Governance				Engagement	Hoarding & Squalor	Housing Policies				Reflective Practice	Sector Context & History	Strengths Based Practice
Judgement & Decision Making	Risk & Compliance	Scoping				Mental Health	NSW Civil & Administrative Tribunal	Residential Tenancy Act				Work Health & Safety	Emerging Leaders	Stress Management for Staff
Stakeholder Management	Strategic Thinking	Coaching & Mentoring				Sector Context & History	Strengths Based Practice	Tenancy Management				Related Skill Set		
Leadership	Vulnerable & Complex Needs of Staff	Related Qualification				Time Management	Trauma Informed Care & Practice	Understand Tenants, Clients & Customers						
						Work Health & Safety	Related Skill Set							

COMMUNITY HOUSING INDUSTRY ASSOCIATION NSW

COMMENCE | ONBOARD

CHIA NSW 2-DAY INDUCTION

DAY 1			DAY 2		
Sector Context & History	Introduction to Housing Policies	Introduction to Social Responsibility	Introduction to Cultural Safety	Introduction to Strengths Based Practice	Introduction to Mental Health
Introduction to Residential Tenancy Act	Understand Tenants, Clients & Customers	Introduction to Self Care & Boundaries	Introduction to Trauma Informed Care & Practice	Introduction to Reflective Practice	Introduction to Time Management

OTHER TARGETED INDUCTION TRAINING BY ROLE TYPE

FRONTLINE STAFF			TEAM LEADERS & MANAGERS			SPECIALISTS		
Self Care & Boundaries	Conflict Resolution	Workplace Boundaries & Bullying	Self Care & Boundaries	Conflict Resolution	Managing Difficult Behaviour	Self Care & Boundaries	Conflict Resolution	Managing Difficult Behaviour
Antisocial Behaviour	Challenging Behaviour	Child Protection	Workplace Boundaries & Bullying	Antisocial Behaviour	Challenging Behaviour	Workplace Boundaries & Bullying	Antisocial Behaviour	Challenging Behaviour
Contract Management	Contractors & Tenants	Emergency Preparedness	Child Protection	Complex Needs & Vulnerable Clients	Emergency Preparedness	Child Protection	Community Engagement	Complex Needs & Vulnerable Clients
Housing Policies	Income Assessment	Mental Health	Engagement	Hoarding & Squalor	Housing Policies	Contractors & Tenants	Emergency Preparedness	Engagement
Rent Assessment & Calculation	Residential Tenancy Act	Risk & Compliance	Mental Health	Residential Tenancy Act	Sector Context & History	Hoarding & Squalor	Housing Policies	Mental Health
Sector Context & History	Strengths Based Practice	Tenancy Management	Strengths Based Practice	Tenancy Management	Time Management	NSW Civil & Administrative Tribunal	Residential Tenancy Act	Sector Context & History
Understand Tenants, Clients & Customers	Work Health & Safety		Trauma Informed Care & Practice	Understand Tenants, Clients & Customers	Work Health & Safety	Strengths Based Practice	Tenancy Management	Time Management
			Training Staff			Trauma Informed Care & Practice	Understand Tenants, Clients & Customers	Work Health & Safety

CAPABILITIES: Personal — Interpersonal — Technical & Operational — Leadership & Management

Qualifications & Skill Sets | Accredited Training

Comprehensive development of new skills and knowledge through formal instruction by an accredited provider. Individuals attain formal outcomes through assessment of learning to set standards to effectively undertake their job in the sector.

CHC42221 Certificate IV in Housing

The Certificate qualification reflects the role of individuals delivering housing support and services to tenants, applicants and the community in the social housing and homelessness sector. Staff may include public housing specialists or those undertaking similar roles working with vulnerable people who may be at risk of, or experiencing homelessness.

CHC52021 Diploma of Community Services

The Diploma reflects the roles of community services, case management and social housing workers involved in managing, coordinating and/or delivering person-centred services to individuals, groups and communities. It is a capstone qualification designed for housing professionals and leaders in the sector, covering key units in legal frameworks, policy and program design, and tenant care.

CHCSS00115 Social Housing Skill Set

This set provides skills for those working in the community and social housing sector. It is made up of 5 units of competency, including:
- CHCMHS001 Work with people with mental health issues
- CHCSOH013 Work with people experiencing or at risk of homelessness
- CHCSOH014 Manage and maintain tenancy agreements and services
- CHCSOH021 Work with clients within the social housing system
- CHCSOH024 Support sustainable tenancies

CHCSS00116 Work with Clients with Complex Needs Skill Set

This set provides skills for supporting clients with complex needs. It is made up of 5 units of competency, including:
- CHCCCS020 Respond effectively to behaviours of concern
- CHCCSM005 Develop, facilitate and review all aspects of case management
- CHCDFV001 Recognise and respond appropriately to domestic and family violence
- CHCMHS005 Provide services to people with co-existing mental health and alcohol and other drugs
- CHCSOH007 Work effectively in trauma informed care

Publication Information & Contact Details

❙ CHIA NSW APRIL 2023

LEARNING AND DEVELOPMENT CHIA NSW ❙ CENTRE FOR TRAINING IN SOCIAL HOUSING (RTO 90400)

CONTACT US

For more information about the framework and supporting your organisation, to provide feedback or access the Learning and Development Toolkit:

Visit - www.communityhousing.org.au/learning-development

Email - trainingenquiries@communityhousing.org.au