

Community Housing Workforce Capability Framework



February 2025

What is the Capability Framework?

The Community Housing Workforce Capability Framework provides a shared foundation across the community housing sector for describing the key capabilities needed for an effective community housing workforce, across a range of roles.

The Capability Framework:

- Provides a shared and consistent understanding and approach to describing knowledge and skills for community housing roles
- Supports workforce mobility through shared expectations across the sector of key knowledge and skills needed
- Enables the targeting of learning and professional development activities to support the building of key skills and knowledge for the sector
- Helps individuals plan their community housing career by knowing what is expected of different roles at different levels, and plan personal development
- Assists workforce planning by clarifying what organisations need in their workforce to deliver high quality services and effective operations.

Capability Framework Overview



Understanding the Housing Context

Provision of quality housing services is underpinned by knowledge of the wider context of community housing.



Managing Self

Community housing staff demonstrate resilience and self-care and achieve balance across their personal and work life.



Understanding Renters and their Needs

Community housing staff understand the diverse nature and needs of renters in providing person-centred housing services.



Leading Others

Skilled leaders in Community Housing Organisations support effective teams that thrive and deliver effective housing services and achieve organisational goals



Finding Solutions

Community housing staff have good problem solving and decision-making skills.



Aboriginal Cultural Safety and Awareness

Community housing staff understand how to deliver culturally appropriate and safe housing services for Aboriginal and Torres Strait Islander Victorians.



Delivering Services

Community housing staff have skills and knowledge to provide person-centred services to promote sustainable tenancies and positive outcomes for renters.



Digital Capability

Community housing staff are digitally capable in the provision of quality housing services, understanding how to use different information and communication technology (ICT).

Community Housing Workforce Capabilities

Understanding the Housing Context



Provision of quality housing services is underpinned by knowledge of the wider context of community housing, including:

- The broader housing system in Australia
- The role and features of social housing
- Legal and regulatory frameworks which apply to community housing

The role of and values of the organisation employing the staff member

As a community housing worker who understands the housing context, you:

- Understand the broader housing system at a society and community level and the purpose and key features of the broader social housing sector
- Understand the role of community housing organisations in the provision of social and affordable housing
- Maintain awareness of major housing and income support policies, initiatives and the legal and regulatory frameworks that impact on the management of community housing
- Have good knowledge of your organisation and its mission, values, programs, portfolio and policies

Community Housing Workforce Capabilities

Understanding Renters and their Needs



A wide and diverse population of often vulnerable people seek and are housed in community housing.

Community housing staff understand the diverse nature and needs of renters in providing person-centred housing services.

As a community housing worker who understands renters and their needs, you:

- Understand the diverse range and nature of people who interact with and receive services from your community housing organisation
- Recognise and understand complex needs and intersectional disadvantage, including circumstances of trauma and family violence
- Demonstrate cultural awareness and understand issues that present in providing services for people in and from diverse communities, including barriers and challenges arising from diverse cultures, languages and experiences
- Understand people's barriers for communication, engagement and participation, adjusting service responses to address diverse needs and circumstances
- Are aware of own personal and cultural biases and use strategies to overcome these

Community Housing Workforce Capabilities

Finding Solutions



Community housing staff have good problem solving and decision-making skills and understand the need for fairness and transparency for renters affected by decisions.

As a community housing worker who finds solutions, you:

- Understand and apply good decision-making processes including the objective assessment of situations and circumstances and the application of relevant information
- Apply fair and transparent decision-making and decision review processes.
- Apply critical thinking and undertake effective problem solving
- Are flexible and responsive to individual circumstances and situations

Community Housing Workforce Capabilities

Delivering Services



Community housing staff have skills and knowledge to provide person-centred services to promote sustainable tenancies and positive outcomes for renters.

As a community housing employee who delivers services, you:

- Have skills and knowledge required to deliver high quality housing services, and sustain tenancies
- Understand and apply person-centred practice
- Demonstrate effective listening skills and an ability to effectively communicate with renters
- Understand how to be responsive to complex needs and work effectively with support services to provide appropriate information and referrals
- Have skills and knowledge to understand contributing factors and work in situations with difficult and challenging behaviours by renters
- Apply a trauma-informed approach to provision of services
- Make effective use of systems and processes to deliver efficient and responsive services
- Manage organisation property assets to provide well maintained homes for renters

Community Housing Workforce Capabilities

Managing Self



Community housing work is highly demanding, providing services to vulnerable people, working across complex systems and processes and managing high workloads.

Community housing staff demonstrate resilience and self-care and achieve balance across their personal and work life.

As a community housing employee who manages themselves, you:

- Understand the wellbeing needs of self and colleagues and recognise the signs of stress
- Engage with resources and support networks to support personal wellbeing
- Respond and adjust to change as an individual and with the team/organisation
- Understand limitations and boundaries of your role and when to seek direction and help
- Develop awareness of personal strengths and development needs

Community Housing Workforce Capabilities

Leading Others



Skilled leaders in Community Housing Organisations support effective teams that thrive and deliver effective housing services and achieve organisational goals

As a community housing employee who leads others, you:

- Support teams which deliver the organisation's objectives and reflect organisational values
- Support teams to reflect on performance and build continuous improvement
- Collaborate with team members to pursue leading practice in housing services
- Identify and support wellbeing and development needs of team members
- Take responsibility and demonstrate ownership of actions and outcomes of your decisions
- Work effectively with others across and outside the organisation to build effective relationships which improve services and outcomes for renters
- Advocate for community housing and your organisation in external forums and networks

Community Housing Workforce Capabilities

Aboriginal Cultural Safety and Awareness



Community housing staff understand how to deliver culturally appropriate and safe housing services for Aboriginal and Torres Strait Islander Victorians.

As a community housing employee who is culturally aware, you:

- Understand the diversity of Aboriginal and Torres Strait Islander peoples, their world views and shared connections to land and culture
- Demonstrate respect for the perspectives of Aboriginal and Torres Strait Islander peoples and encourages this in others
- Show awareness of own personal and cultural biases and use strategies to overcome these
- Deliver services informed by appropriate Cultural Safety practices
- Maintain knowledge of, and relationship with, local/area based Aboriginal Controlled Community Organisations (ACCOs) and refer as appropriate

Community Housing Workforce Capabilities

Digital Capability



Community housing staff are digitally capable in the provision of quality housing services, understanding how to use different information and communication technology (ICT).

They use different systems and business processes, deploy data and tools and operate in a safe and secure digital environment

As a community housing employee who is digitally capable, you:

- Understand how digital technology is used in your role for efficient business operations, effective communication and quality service delivery
- Understand the use of data in your role, ensuring data and records you create and manage are accurate, timely and secure
- Identify and use organisational and external data to inform decision making and service improvements
- Understand digital security issues and privacy rules and protocols for systems and data you use
- Are open to changing processes and practices when new technology is adopted.
- Are sensitive to renters' digital access and literacy in the design and provision of housing services

Workforce Capability Assessment

The capabilities of Community Housing staff grow and change over time. Experience grows through work, life, and professional development.

To assist with planning growth and development, CHIA Vic has developed an assessment tool. This tool can be used to identify your current strengths and areas for development.

Staff can use the assessment in conversations with their supervisor about current performance. The assessment can then be used to for planning professional development and growth.

How to use the assessment

To use this tool:

1. Review the proficiency descriptions, and consider how these apply to your skills and knowledge for each capability
2. Check the box which best suits your proficiency under the “self-assessment” column – with reference to each key capability and the proficiency levels – Foundational, Proficient and Leading
3. Share the assessment tool with your supervisor for their assessment
4. Use the assessment to discuss development opportunities with your supervisor, including training and other learning, opportunities for reflection and practical experience

Workforce Capability Framework Proficiency

In assessing yourself against the capabilities outlined in this framework, three proficiency levels are set out which are a guide to measure your personal assessment of capability.

The proficiency levels can be considered against each capability outlined in the framework when completing the assessment.

The proficiency levels

Foundational	Limited knowledge and experience with specific requirements of the role. Acquiring understanding of concepts and processes and needs guidance in performing tasks.
Proficient	Competent and knowledgeable in the specific requirements of the role, operates independently and contributes effectively. Able to instruct other staff but requires guidance for sensitive or complex matters.
Leading	Highly developed knowledge and skills in community housing policy and practice. Manages complex issues and drives system improvement and innovation. Provides guidance to staff on more complicated and sensitive matters.

Capability assessment tool

Key capability	Self Assessment			Manager Assessment			Development plan
	F	P	L	F	P	L	
Understanding the Housing Context Provision of quality housing services is underpinned by knowledge of the wider context of community housing.	☐	☐	☐	☐	☐	☐	
Understanding Renters and their Needs Community housing staff understand the diverse nature and needs of renters in providing person-centred housing services.	☐	☐	☐	☐	☐	☐	
Finding Solutions Community housing staff have good problem solving and decision-making skills.	☐	☐	☐	☐	☐	☐	
Delivering Services Community housing staff have skills and knowledge to provide person-centred services to promote sustainable tenancies and positive outcomes for renters.	☐	☐	☐	☐	☐	☐	
Managing Self Community housing staff demonstrate resilience and self-care and achieve balance across their personal and work life.	☐	☐	☐	☐	☐	☐	
Leading Others Skilled leaders in Community Housing Organisations support effective teams that thrive and deliver effective housing services and achieve organisational goals	☐	☐	☐	☐	☐	☐	
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