

### Team Leader, Housing

Department	Operations	Reports To	Regional Manager, Central
Positions reporting to this position	5 x Housing Managers, 1 x Housing Support Officer		
Location	Sydney	Award Level	6
Award Name	Social, Community, Home Care and Disability Services Industry Award 2010		

#### Primary Purpose of this Position

The Team Leader Housing is responsible for ensuring the delivery of quality client services to the tenants in their respective portfolio by leading and managing the Housing Team, maintaining excellent relationships with key stakeholders and ensuring adherence to relevant Bridge Housing and Housing policy, procedures and financial targets.

#### Accountabilities

1. Support the ongoing success of Bridge Housing and the Housing and Community team by assisting with the development and implementation of the business and operational plans and related programs and projects.
2. Ensure consistent high quality service from the Housing team by managing adherence to the Customer Service Charter and relevant Housing policies and procedures and managing of tenant complaints and appeals to effective resolution
3. Ensure the Housing Team meets its financial goals and targets through the effective management of rent assessments and rent arrears, former tenant debt, vacancies and voids, bonds and recharges.
4. Ensure Bridge Housing offers high quality housing to its clients by regularly reviewing the portfolio structure and property distribution, managing the periodic inspection of properties and ensuring that maintenance issues are reported through the appropriate avenues.
5. Support the continual improvement and development of services offered to tenants by maintaining strategic partnerships with support providers and other key stakeholders and promoting and/or implementing initiatives that support sustainable tenancies.
6. Support Bridge Housing's growth strategy by contributing to the research and preparation of information and data that is required for funding submissions, tender, expressions of interest or any other adhoc or periodic report requested by the business to support decision making and business planning.
7. Support the Director, Housing meet Bridge Housing's corporate governance obligations by ensuring the accurate recording of relevant data in the IT system(s)
8. Ensure the Housing team works within the relevant compliance and legal framework by continually staying up to date on changes to laws and regulations affecting community housing and being responsible for implementing the necessary changes to workplace policy and procedures throughout the Housing team.
9. Assist to drive the company culture and performance through effective management and leadership practices that attracts and retains high quality staff, manages performance and develops employee capability and skills required to achieve the Housing team business goals.
10. Increase the profile and reputation of Bridge Housing by attending networking functions, interagency meetings and forums and being an active member of the community housing sector.

#### OTHER SKILLS, EXPERIENCE AND QUALIFICATIONS

- Experience in managing and leading teams
- NSW Driver's License
- Knowledge of Social Housing and the homelessness, health and welfare service system in NSW

## KEY CAPABILITIES

### Cultural Capabilities

Cultural capabilities are common to all jobs at Bridge Housing. They describe the critical behaviours and ways of relating to work colleagues and others. These capabilities translate the Bridge Housing corporate values such as socially responsible, people focussed, building relationships and professionalism and integrity.

#### SOCIAL AWARENESS

Capability and Elements	Behavioural Indicators	Capability Level
Demonstrates social awareness	<ul style="list-style-type: none"> <li>• Demonstrates a good knowledge of multiple cultures and continually develops and improves own knowledge.</li> <li>• Demonstrates experience and skill when communicating with multiple cultures.</li> <li>• Continually shares knowledge and experience in working in a culturally diverse environment with those less experienced.</li> <li>• Provides training and coaching to others to improve their social and cultural Knowledge</li> </ul>	Level 3
Understands the operating environment and its stakeholders	<ul style="list-style-type: none"> <li>• Demonstrates a high level of understanding of the sector and the work of other relevant organisations</li> <li>• Uses understanding of the operating environment to organise the work of others</li> <li>• Understands the operating environment of other work areas in order to improve work outcomes.</li> </ul>	Level 3
Values diversity and social inclusion	<ul style="list-style-type: none"> <li>• Act as a role model to promote a fair, equitable and inclusive workplace</li> <li>• Demonstrates a passion for social justice and social inclusion.</li> <li>• Promotes diversity in the workplace</li> <li>• Supports the team to value and work effectively with diversity</li> </ul>	Level 3

#### CLIENT FOCUSED

Capability and Elements	Behavioural Indicators	Capability Level
Demonstrates service orientation	<ul style="list-style-type: none"> <li>• Makes self fully available during critical periods for the client and takes actions beyond normal expectations to provide high quality of service</li> <li>• Acts as a trusted advisor to clients in the provision of service.</li> </ul>	Level 3
Strives for excellence in service delivery	<ul style="list-style-type: none"> <li>• Models excellence in client service.</li> <li>• Demonstrates an in-depth knowledge of clients, their needs and how to solve complex issues.</li> <li>• Coaches and mentors others to improve their service delivery and client service outcomes.</li> <li>• Monitors the quality of client service and takes corrective action where required.</li> <li>• Negotiates with internal and external stakeholders on service delivery issues in line with the organisation's objectives</li> </ul>	Level 3
Demonstrates professional empathy	<ul style="list-style-type: none"> <li>• Models respectful and effective approaches in dealing with clients.</li> <li>• Understands and effectively manages emotional responses when dealing with others.</li> <li>• Displays an understanding for people's behaviour and responses</li> </ul>	Level 3

## STRATEGIC RELATIONSHIPS AND PARTNERSHIPS

Capability and Elements	Behavioural Indicators	Capability Level
Builds relationships and networks	<ul style="list-style-type: none"> <li>Has a network of business contacts that are nurtured and maintained for the mutual benefit of the client and the organisation.</li> <li>Encourages team members to participate in networking and provide opportunities for them to do so.</li> <li>Uses relationships to seek information of strategic importance and regularly keeps in touch and collaborates with key stakeholders.</li> </ul>	Level 4
Works effectively in a team	<ul style="list-style-type: none"> <li>Actively promotes cross-departmental view in developing solutions.</li> <li>Coordinates work between teams.</li> <li>Plans team building activities that improve relationships.</li> </ul>	Level 3

## CONTINUAL IMPROVEMENT AND CHANGE

Capability and Elements	Behavioural Indicators	Capability Level
Strives for continual improvement	<ul style="list-style-type: none"> <li>Continually looks to improve the service and work practices of self and others.</li> <li>Consults with team members to establish shared ideas for improvement.</li> <li>Provides the means to discuss new ideas and encourages team involvement.</li> </ul>	Level 3
Manages and embraces change	<ul style="list-style-type: none"> <li>Openly supports change and motivates others to adopt new ideas and work practices.</li> <li>Assists others to adapt to change effectively, dealing with resistance.</li> <li>Actively consults with others affected by the change.</li> <li>Ensures others understand the change and have the appropriate training and knowledge to adopt the change.</li> </ul>	Level 3

## PROFESSIONALISM AND INTERGRITY

Capability and Elements	Behavioural Indicators	Capability Level
Acts with integrity	<ul style="list-style-type: none"> <li>Takes responsibility for own and others performance and behaviours.</li> <li>Holds others accountable.</li> <li>Acts as a role model in demonstrating professionalism and integrity at all times.</li> <li>Encourages others in the team to approach work with professionalism and integrity.</li> <li>Addresses behaviours or actions of other which are at odds with company policy and values.</li> <li>Makes balanced decisions, taking into account the social and ethical factors</li> </ul>	Level 3
Works within safety, risk and governance frameworks.	<ul style="list-style-type: none"> <li>Interprets occupational health and safety processes and procedures, and applies these individually and for the team in undertaking work.</li> <li>Takes corrective action to mitigate risks and hazards in the work area.</li> <li>Manages work practices to comply with relevant legislation and licensing requirements.</li> </ul>	Level 3

## Enabling Capabilities

Enabling capabilities are the core skills, knowledge and abilities required to effectively deliver and perform most roles at Bridge Housing. They support the delivery of a person's accountabilities and KPI.

PLANNING AND ORGANISING		
Capability and Elements	Behavioural Indicators	Capability Level
Planning and organisational skills including strategic planning	<ul style="list-style-type: none"> <li>Prioritises others' work and delegates appropriately.</li> <li>Ensures that key requirements are met.</li> <li>Demonstrates flexibility in planning to meet unforeseen circumstances.</li> <li>Uses planning tools, systems and procedures to plan and organise own and teams performance.</li> </ul>	Level 3
PROBLEM SOLVING AND DECISION MAKING		
Capability and Elements	Behavioural Indicators	Capability Level
Demonstrates analytical thinking and problem solving skills	<ul style="list-style-type: none"> <li>Seeks all relevant information on problem to assist in development of solutions.</li> <li>Engages key stakeholders to find best solution to problems.</li> <li>Implements and monitors solutions.</li> <li>Solves problems and makes decisions in line with company policy and level of authority.</li> <li>Escalates problems that remain unresolved.</li> </ul>	Level 3
COMMUNICATION		
Capability and Elements	Behavioural Indicators	Capability Level
Demonstrates effective verbal communication skills	<ul style="list-style-type: none"> <li>Seeks all relevant information on problem to assist in development of solutions.</li> <li>Engages key stakeholders to find best solution to problems.</li> <li>Implements and monitors solutions.</li> <li>Instructs and guides others in the process of resolving</li> </ul>	Level 3
Uses written communication effectively	<ul style="list-style-type: none"> <li>Establishes trust with stakeholders and works to understand their needs.</li> <li>Uses diplomacy and tact to negotiate in difficult decisions and situations.</li> <li>Able to effectively discuss complex concepts with other expert stakeholders.</li> </ul>	Level 3
Negotiates with skills and influence	<ul style="list-style-type: none"> <li>Establishes trust with stakeholders and works to understand their needs.</li> <li>Uses diplomacy and tact to negotiate in difficult decisions and situations.</li> <li>Able to effectively discuss complex concepts with other expert stakeholders.</li> </ul>	Level 3
Manages and resolves conflict	<ul style="list-style-type: none"> <li>Expertly applies tactics to manage conflict in work situations.</li> <li>Mentors others in conflict management approaches.</li> <li>Keeps senior members of staff briefed on conflict and their resolution.</li> <li>Successfully brokers solutions acceptable to all parties.</li> <li>Supports team members manage conflict effectively.</li> <li>Implement the conflict resolution procedure in the work area as required.</li> <li>Makes clear judgements around matters which can be handled effectively without escalation.</li> </ul>	Level 3

TECHNOLOGY		
Capability and Elements	Behavioural Indicators	Capability Level
Uses and harnesses technology	<ul style="list-style-type: none"> <li>• Demonstrates a detailed knowledge of all technology relevant to the work area.</li> <li>• Ensures that all staff are using the technology appropriately and arranges skills training as required.</li> <li>• Identifies ways to leverage the value of technology and achieve work efficiencies using the workplace's existing technology.</li> <li>• Explores the relevant technology to increase knowledge and improve efficiencies in the department.</li> </ul>	Level 3
POLICY AND PROCEDURES		
Capability and Elements	Behavioural Indicators	Capability Level
Develops and maintains workplace policy and procedures	<ul style="list-style-type: none"> <li>• Ensures all staff are informed of legislation, standards, regulations and policies and procedures that apply to their work.</li> <li>• Ensure all roles have relevant procedures prepared for easy handover and training of new staff.</li> <li>• Independently drafts policy for the relevant work area.</li> <li>• Provides advice on the development of policy and procedures in specialist area.</li> <li>• Fosters staff support for policy implementation.</li> </ul>	Level 3

### Professional Capabilities

*Professional capabilities define the specific knowledge, skills, abilities that are specialist or specific in nature. They are not relevant to all roles at Bridge Housing, however have been identified as critical to delivering Bridge Housing's objectives now and in the future.*

MANAGES AND LEADS PEOPLE		
Capability and Elements	Behavioural Indicators	Capability Level
Motivates and inspires others	<ul style="list-style-type: none"> <li>• Communicates and actively promotes the vision to the team.</li> <li>• Actively supports the vision.</li> <li>• Acts as a role model to team members in demonstrating enthusiasm, passion and dedication.</li> <li>• Adapts leadership style to staff's confidence and capability levels.</li> <li>• Communicates regularly with staff in formal and informal means to involve them in decision making, problem solving and to communicate organisational priorities, changes and goals.</li> <li>• Encourages and supports work-life balance and well-being of others.</li> <li>• Manages staff performance to ensure that workload comes and behaviours meet the expectations.</li> <li>• Identifies skills and performance gaps and addresses poor performance promptly</li> <li>• Ensures all staff have a targeted development and performance plan.</li> <li>• Treats all staff with respect and in a fair and consistent way.</li> </ul>	Level 3

- Coaches and mentors direct reports continually.
- Identifies talent for succession planning and liaises with senior managers to ensure retention and development of these staff
- Encourage staff to undertake learning and development.

## FINANCIAL MANAGEMENT

### Capability and Elements

Demonstrates sound financial management practices

### Behavioural Indicators

- Demonstrates a high level of numerical literacy.
- Can prepare and analyse financial records and reports relevant to the work area
- Effectively manages a team to ensure the achievement of financial targets.
- Monitors and controls financial targets and takes corrective action as required.
- Assist with setting budgets and financial targets.

### Capability Level

Level 3