

# Housing Manager Training Needs Assessment Evaluation Form

## Personal/Position Information

Name: \_\_\_\_\_

Period Covered: \_\_\_\_\_

Position: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Title: \_\_\_\_\_

Position Start Date: \_\_\_\_\_

Community: \_\_\_\_\_

Region: \_\_\_\_\_

# Housing Manager Training Needs Assessment Evaluation Form

## Instructions:

The information contained in this evaluation is strictly confidential. The supervisor will meet with the employee to review the employee's performance and complete the Community Government Performance Evaluation Form. Input from the employee is critical. The employee will have an opportunity to make comments concerning the review in the employee comments section of this form. The information will be used to develop an individual training plan for the employee as well as a training plan for the community.

The employee will be rated as follows for each competency:

- 1 – Needs significant improvement – employee is unable to complete task or perform function in a satisfactory manner even though assistance is routinely provided
- 2 – Needs improvement - employee can complete task or perform function with considerable assistance
- 3 – Satisfactory – employee can complete task or perform function in a satisfactory manner with little or no assistance
- 4 – Very good – employee consistently completes task or performs functions in an above average manner with little or no assistance
- 5 – Outstanding – employee consistently completed task or performs function at a very high level with little or no assistance

Each competency is to be rated as follows:

- 1 – Competency has little significant to the position
- 2 – Competency has minor significance to the position
- 3 – Competency is important to the position
- 4 – Competency has major significance to the position
- 5 – Competency is critical to the effective performance of the position

For more information on how to complete this review please contact the Regional Office of the Department of Municipal and Community Affairs or the MACA School of Community Government.

# Housing Manager Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill
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**ADMINISTRATION  
MANAGEMENT**

**Administer  
Northwest  
Territories Housing  
Corporation  
Management  
Agreements**

Follow policies and procedures	Manage properties	Manage programs	Demonstrate familiarity with various governance models, e.g. Authority, Bands, Associations		
P     S   5	P     S   5	P     S   5	P     S   5		

**Liaise With  
Relevant  
Organizations**

Consult with Northwest Territories Housing Corporation	Negotiate with Northwest Territories Housing Corporation	Deal with landlords	Develop working relationships with relevant organizations and agencies	Promote community partnerships	Represent Local Housing Authority and community at meetings
P     S   5	P     S   5	P     S   5	P     S   5	P     S   5	P     S   5

Consult on land use issues					
P     S   5					

**Manage Contracts**

Identify and prioritize projects	Prepare scope of work and cost estimates	Issue tender documents	Apply Business Incentive Policy	Award contracts	Supervise contractors
P     S   5	P     S   5	P     S   5	P     S   5	P     S   5	P     S   5





# Housing Manager Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill									
<b>ADMINISTRATION MANAGEMENT Cont'd</b>	<b>Conduct Strategic Planning</b>	Set goals and objectives	Establish strategic and operational plans	Implement strategic operational plans							
		P     S   5	P     S   5	P     S   5							
	<b>Manage Office Administration</b>	Ensure records maintenance	Comply with Access to Information Act	Ensure office procedures completed							
		P     S   5	P     S   5	P     S   5							
<b>FINANCIAL MANAGEMENT</b>	<b>Prepare Budget</b>	Review historical information	Estimate revenues and expenditures	Provide information for Formula Funding to Northwest Territories Housing Corporation	Receive budget commitments for Formula Funding from Northwest Territories Housing Corporation	Prepare draft budgets					
		P     S   5	P     S   5	P     S   5	P     S   5	P     S   5					
	<b>Manage Finances</b>	Comply with Generally Accepted Accounting Principles	Manage investments accounts	Manage damage deposit accounts	Manage reserve funds	Establish internal financial controls	Manage accounts payables and accounts receivables				
		P     S   5	P     S   5	P     S   5	P     S   5	P     S   5	P     S   5				

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Major Category	Skill	Subskill																		
<b>FINANCIAL MANAGEMENT Cont'd</b>	<b>Manage Finances Cont'd</b>	Manage payroll and benefits																		
	P		S	5																
	<b>Conduct Financial Analysis</b>	<b>Oversee financial report preparation</b>	Oversee financial report preparation	Analyze financial reports	Prepare funding reports	Implement cost saving measures														
P			S	4	P		S	4	P		S	4	P		S	4				
<b>Assist with Audits</b>		<b>Comply with terms of reference</b>	Comply with terms of reference	Assist auditors	Consult with auditors and board	Follow-up on management letters														
	P		S	4	P		S	4	P		S	4	P		S	4				
	<b>MAINTENANCE</b>	<b>Plan and Supervise Maintenance Management Program</b>	Assess maintenance needs	Review budgets by activity	Analyze maintenance reports	Analyze unit conditions ratings	Identify operational priorities	Determine method to complete work, i.e. in house or contract												
P			S	4	P		S	4	P		S	4	P		S	4	P		S	4
P			S	4	P		S	4												

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Major Category	Skill	Subskill
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**MAINTENANCE  
Cont'd**

**Implement  
Modernization and  
Improvement  
Program**

Develop three year modernization and improvement plan	Submit plan to Local Housing Organization for approval	Submit plan to Northwest Territories Housing Corporation for funding	Amend plan as required	Implement plan	Monitor plan
P     S   4	P     S   4	P     S   4	P     S   4	P     S   4	P     S   4

Evaluate plan					
P     S   4					

**HUMAN RESOURCES**

**Manage Staff**

Establish policies and procedures	Develop job descriptions	Recruit staff	Provide staff orientation	Coach staff	Conduct evaluations
P     S   5	P     S   5	P     S   5	P     S   5	P     S   5	P     S   5

Conduct staff meetings	Provide safe working environment				
P     S   5	P     S   5				

**Facilitate Staff  
Training**

Assess training needs	Provide on-the-job training	Provide professional development opportunities	Sponsor apprenticeship training		
P     S   5	P     S   5	P     S   5	P     S   3		



# Housing Manager Training Needs Assessment Evaluation Form

Major Category	Skill	Subskill															
<b>HUMAN RESOURCES Cont'd</b>	<b>Manage Union Relations</b>	Administer union agreements	Administer personnel policies	Obtain legal counsel	Hire negotiators	Participate in union negotiations	Respond to grievances										
		P     S   5	P     S   5	P     S   5	P     S   5	P     S   5	P     S   5	P     S   5									
<b>BOARD RELATIONS</b>	<b>Assist with Board Selection Process</b>	Follow elections/ appointment procedures	Set up nomination committees	Process appointments and elections													
		P     S   5	P     S   5	P     S   5													
	<b>Facilitate Board Meetings</b>	Prepare for board meetings	Attend board meetings	Present management reports	Prepare and distribute minutes	Assist with motion preparation	Implement board direction and decisions										
		P     S   5	P     S   5	P     S   5	P     S   5	P     S   5	P     S   5										
	<b>Coordinate Board Development</b>	Provide board orientation	Explain conflict of interest guidelines	Facilitate board training													
		P     S   5	P     S   5	P     S   5													
	<b>Advise Board</b>	Seek legal and financial interpretations and advice	Make recommendations	Provide advice	Draft policies and procedures												
		P     S   5	P     S   5	P     S   5	P     S   5												

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<b>TENANT RELATIONS</b>	<b>Manage Tenant Relations</b>	Provide guidance on tenant relations issues	Liaise with tenants	Counsel applicants and tenants	Respond to tenant special needs	Prepare cases for rental officer and court hearings	Attend court, present evidence, as required							P		S	5	P		S	5	P		S	5	P		S	5	P		S	5	P		S	5
<b>COMMUNICATIONS</b>	<b>Communicate Effectively</b>	Speak clearly	Practice active listening	Write reports and business correspondence	Complete applications	Make presentations	Ensure translation services provided, as needed							P		S	5	P		S	5	P		S	5	P		S	5	P		S	4	P		S	4
	<b>Provide Information</b>	Provide education about housing and housing programs	Develop information pamphlets	Attend career and trade shows	Perform public speaking duties	Perform public relations duties	Prepare visual presentations/materials							P		S	3	P		S	3	P		S	3	P		S	3	P		S	3	P		S	3
<b>PROGRAM DEVELOPMENT</b> <b>Note: Applies to Programs devolved to the community level</b>	<b>Identify Needs</b>	Identify community priorities	Conduct needs assessment	Conduct research	Identify applicable housing programs									P		S	4	P		S	4	P		S	4	P		S	4								
	<b>Implement Programs and Services</b>	Negotiate block funding	Develop programs and services	Deliver programs and services	Promote programs and services									P		S	4	P		S	4	P		S	4	P		S	4								

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Major Category	Skill	Subskill																			
<b>LEGISLATION</b>	<b>Follow Relevant Legislation</b>	Comply with governing legislation	Demonstrate familiarity with by-laws	Follow legal procedures	Read, understand and apply legal documents																
		P		S	5	P		S	5	P		S	5	P		S	5				
<b>POLITICAL ISSUES</b>	<b>Demonstrate Awareness of Political Environment</b>	Possess awareness of land claims negotiations and implementations	Demonstrate awareness of political initiatives	Observe protocol	Respond to enquiries	Possess working knowledge of community transfer and empowerment initiatives															
		P		S	5	P		S	5	P		S	5	P		S	5	P		S	5
<b>ETHICS AND PROFESSIONALISM</b>	<b>Act in an Ethical and Professional Manner</b>	Maintain standards of conduct	Respect self and others	Possess cultural awareness and sensitivity	Maintain flexibility	Demonstrate dedication	Demonstrate work ethic														
		P		S	5	P		S	5	P		S	5	P		S	5	P		S	5
		Manage stress	Demonstrate consistency	Maintain confidentiality	Mentor team																
		P		S	5	P		S	5	P		S	5	P		S	5				

**Housing Manager  
Training Needs Assessment Evaluation Form**

**Comments:**

1. Supervisor's comments

2. Expectations for the coming year/workplan

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3. Employee goals and objectives

4. Career Goals

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5. Recommended training

6. Employee Comments

## Housing Manager Training Needs Assessment Evaluation Form

Employee:	Supervisor:
Title:	Title:
Signature:	Signature:
Date:	Date: