

**ASSISTANT HOUSING MANAGER
DACUM CHART**

FOR THE NORTHWEST TERRITORIES, CANADA



Learning is for life

Education, Culture & Employment



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DACUM INTRODUCTION

The Department of Education, Culture and Employment (Government of the Northwest Territories) encourages the pursuit of excellence by developing DACUM (Develop A Curriculum) charts and occupational standards in cooperation with government and industry partners. This DACUM chart was developed in conjunction with the Department of Municipal and Community Affairs (MACA) and partners at the community level.

As a result of self-government, and community strategic planning and empowerment initiatives, community administrations have greater responsibility for a broadening range of public programs and services. To assist community governments with these additional tasks, improved access to training opportunities is required. The development of DACUM charts, occupational standards, and performance evaluations plays an important role by identifying training needs and by recognizing those who are competent in their chosen occupations.

The School of Community Government (SCG) in MACA coordinates the development and delivery of training to community governments. Their goal is to improve systems, supports and resources for community government staff so that growth and development can be maximized. This DACUM chart is one of many documents that the SCG uses to achieve this goal.

DACUM charts outline the knowledge, skills and attitudes a person must have to be considered competent in an occupation. DACUMs are developed by those with expertise in the occupation. Relevant training and assessment tools can be developed on the basis of a DACUM chart.

DACUM charts benefit four important stakeholder groups. They assist:

- **employers and industry associations** by:
 - identifying training needs
 - identifying the competencies required to successfully perform in the occupation
 - providing the basis for development of job descriptions and performance evaluations
 - assisting with staff recruitment by defining areas of required proficiency
- **employees** by:
 - providing a basis for self-assessment
 - identifying career path and skill transfer opportunities within the occupation and the industry
 - identifying training needs
 - enhancing public and professional image
- **educators/trainers** by:
 - providing a guide for relevant curriculum and program development
 - identifying learning modules for specific skills
- **learners/trainees** by:
 - providing detailed information about the requirements of an occupation
 - identifying training required to meet career goals
 - providing a basis for self-assessment.

DACUM HOW A DACUM CHART IS USED

A DACUM chart is composed of three sections:

1. Major Category:
 - identifies a general activity within an occupation
 - in the following example, the major category is **1. FINANCIAL ACCOUNTING MANAGEMENT**
2. Skill:
 - identifies a general skill within the general activity
 - in the following example, the skill is **A. Prepare Budget**
3. Subskill:
 - identifies a specific activity or task required of an individual in this job
 - in the following example, there are two subskills:
 - 1.A.1 Identify priorities of organization; and
 - 1.A.2 Assist with capital plan

Each subskill has four small boxes beneath it. These boxes can be used to record:

- a performance evaluation, by supervisors during on-the-job training or by educators at a learning facility, or
- a self-assessment, by learners, trainees and employees.

Major Category	Skill	Subskill	
1. FINANCIAL ACCOUNTING MANAGEMENT	A. Prepare Budget	1.A.1 Identify priorities of organization	1.A.2 Assist with capital plan

The boxes on the chart may be used to perform evaluations or assessments, providing on-going snapshots of an individual's performance over time. There are many ways to rate performance. The following is one example:

Sample Rating Scale

1. individual can perform parts of this skill satisfactorily but requires frequent assistance and/or supervision to perform the entire skill
2. individual can perform this skill but requires periodic assistance and/or supervision
3. individual can perform this skill satisfactorily without assistance or supervision
4. individual can perform this skill satisfactorily and can lead others in performing it

DACUM **JOB DEFINITION**

An Assistant Housing Manager follows legislation, policies and Generally Accepted Accounting Principles to maintain the financial health of the Local Housing Authority. The Assistant Housing Manager is also responsible for assisting with the administration, management and delivery of public social housing programs, services and properties.

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**ASSISTANT HOUSING MANAGER
DACUM CHART**

FOR THE NORTHWEST TERRITORIES, CANADA

Occupation of Assistant Housing Manager DACUM Chart

Major Category	Skill	Subskill											
1. FINANCIAL ACCOUNTING MANAGEMENT	A. Prepare Budget	1.A.1 Identify priorities of organization	1.A.2 Assist with capital plan	1.A.3 Estimate areas of revenue	1.A.4 Review historical costs	1.A.5 Review year-to- date expenditures	1.A.6 Consult with department heads						
		1.A.7 Estimate expenditures	1.A.8 Prepare draft budget	1.A.9 Submit budget for approval	1.A.10 Revise budget	1.A.11 Submit budget to appropriate authority	1.A.12 Implement budget						
		1.A.13 Prepare variance reports	1.A.14 Amend budget quarterly										
		1.B.1 Implement cash controls	1.B.2 Manage cash flow	1.B.3 Monitor spending	1.B.4 Negotiate financing	1.B.5 Manage investments	1.B.6 Implement corrective action						
		1.C.1 Set up chart of accounts	1.C.2 Input opening entries	1.C.3 Enter budget	1.C.4 Verify accounts payable, accounts receivable and payroll	1.C.5 Input accounts payable, accounts receivable and payroll	1.C.6 Input adjusting entries						

Occupation of Assistant Housing Manager DACUM Chart

Major Category	Skill	Subskill					
1. FINANCIAL ACCOUNTING MANAGEMENT Cont'd	C. Prepare General Ledger Cont'd	1.C.7 Manage reserve accounts	1.C.8 Prepare general ledger listings	1.C.9 Reconcile general ledger accounts	1.C.10 Prepare trial balances	1.C.11 Reconcile bank statements	1.C.12 Prepare monthly financial statements
		1.C.13 Close out year- end documents					
	D. Maintain Accounts Payable	1.D.1 Process purchase orders	1.D.2 Cross reference- documents	1.D.3 Verify disbursements	1.D.4 Prepare cheques	1.D.5 Reconcile petty cash	1.D.6 Reconcile accounts payable
		1.D.7 Prepare aged- vendor listing	1.D.8 Prepare journal summaries				
E Maintain Accounts Receivable	1.E.1 Compile source documents	1.E.2 Prepare invoices	1.E.3 Collect receivables	1.E.4 Issue receipts	1.E.5 Reconcile accounts receivable	1.E.6 Complete bank deposits	

Occupation of Assistant Housing Manager DACUM Chart

Major Category	Skill	Subskill													
1. FINANCIAL ACCOUNTING MANAGEMENT Cont'd	E Maintain Accounts Receivable Cont'd	1.E.7 Prepare aged- customer listing	1.E.8 Issue customer statements	1.E.9 Prepare journal summaries											
	F. Maintain Payroll	1.F.1 Process TD1s	1.F.2 Set up employee files	1.F.3 Verify time sheets	1.F.4 Calculate salary benefits	1.F.5 Calculate employee benefits	1.F.6 Calculate pension plan contributions								
		1.F.7 Calculate group insurance plan contributions	1.F.8 Calculate payroll tax	1.F.9 Calculate source and miscellaneous deductions	1.F.10 Verify data entries	1.F.11 Prepare payroll summary	1.F.12 Process pay cheques								
1.F.13 Remit source deductions	1.F.14 Prepare journal summaries	1.F.15 Update leave credits	1.F.16 Update in-lieu time	1.F.17 Compile monthly attendance summary	1.F.18 Issue record of employment										
1.F.19 Remit payroll tax	1.F.20 Issue T4 and T4A summaries	1.F.21 Prepare Workers' Compensation Board premium reports	1.F.22 Issue year end attendance summary												

Occupation of Assistant Housing Manager DACUM Chart

Major Category	Skill	Subskill					
1. FINANCIAL ACCOUNTING MANAGEMENT Cont'd	G. Manage Projects, Programs and Services	1.G.1 Review funding options	1.G.2 Make recommend-ations	1.G.3 Write funding proposals	1.G.4 Administer funds	1.G.5 Prepare tendering documents	1.G.6 Negotiate contracts
	H. Administer Taxes and Debentures	1.G.7 Award contracts	1.G.8 Administer contracts	1.G.9 Monitor contracts	1.G.10 Evaluate contracts		
		1.H.1 Maintain assessment roll	1.H.2 Set mill rate	1.H.3 Collect taxes	1.H.4 Distribute school tax	1.H.5 Monitor debentures	
I. Present Reports	1.I.1 Present income statements	1.I.2 Present balance sheets	1.I.3 Present variance reports	1.I.4 Present quarterly reports	1.I.5 Remit Goods and Services Tax reports	1.I.6 Provide financial advice based on reports	
1.I.7 Report to funding agencies							

Occupation of Assistant Housing Manager DACUM Chart

Major Category	Skill	Subskill					
1. FINANCIAL ACCOUNTING MANAGEMENT Cont'd	J. Assist with Audit	1.J.1 Follow General Accounting Principles	1.J.2 Follow preparation instructions	1.J.3 Respond to audit queries	1.J.4 Review draft audit statements	1.J.5 Submit audit for approval	1.J.6 Submit audit to funding agencies
		1.J.7 Follow up on management letters					
2. HUMAN RESOURCE MANAGEMENT	A. Assist with Human Resource Administration	2.A.1 Assist with job creation	2.A.2 Assist with development of job descriptions	2.A.3 Assist with development of performance standards	2.A.4 Recruit staff	2.A.5 Administer personnel policies and directives	2.A.6 Administer collective agreements
		2.A.7 Administer employment bylaws and employment agreements	2.A.8 Allocate staff housing	2.A.9 Verify employment records			
	B. Supervise Staff	2.B.1 Conduct orientation	2.B.2 Develop work schedules	2.B.3 Delegate work	2.B.4 Coach employees	2.B.5 Monitor employees	2.B.6 Conduct performance appraisals

Occupation of Assistant Housing Manager DACUM Chart

Major Category	Skill	Subskill					
2. HUMAN RESOURCE MANAGEMENT Cont'd	B. Supervise Staff Cont'd	2.B.7 Implement progressive discipline	2.B.8 Recommend dismissals	2.B.9 Recommend promotions			
	C. Develop Staff	2.C.1 Develop training plans	2.C.2 Provide on-the-job training	2.C.3 Facilitate professional development	2.C.4 Conduct staff meetings		
3. COMPUTER SKILLS	A. Possess Computer Skills	3.A.1 Possess keyboarding skills	3.A.2 Use computerized accounting programs	3.A.3 Use job-related software programs	3.A.4 Use e-mail and Internet	3.A.5 Implement Maintenance Management Operations software	3.A.6 Upgrade software
		3.A.7 Maintain password security	3.A.8 Create backup data	3.A.9 Secure backup data	3.A.10 Maintain local area networks	3.A.11 Set up computers	
4. GENERAL DUTIES	A. Perform General Duties	4.A.1 Purchase insurance coverages	4.A.2 Maintain filing systems	4.A.3 Respond to enquiries	4.A.4 Address complaints	4.A.5 Provide translation services	4.A.6 Conduct research

Occupation of Assistant Housing Manager DACUM Chart

Major Category	Skill	Subskill					
4. GENERAL DUTIES Cont'd	A. Perform General Duties Cont'd	4.A.7 Assist with strategic planning	4.A.8 Attend meetings	4.A.9 Take minutes	4.A.10 Assist with policies and procedures development	4.A.11 Implement policies and procedures	4.A.12 Update manuals
		4.A.13 Accept appointment as acting senior officer	4.A.14 Recognize conflict of interest situations	4.A.15 Acquire equipment	4.A.16 Operate office equipment	4.A.17 Repair office equipment	4.A.18 Acquire assets
		4.A.19 Maintain asset registry	4.A.20 Dispose of assets	4.A.21 Set fees	4.A.22 Maintain booking registry		
5. COMMUNICATION	A. Use Communication Skills	5.A.1 Practice active listening	5.A.2 Speak clearly	5.A.3 Read financial and legal documents	5.A.4 Write business correspondence, reports and documents	5.A.5 Facilitate meetings	5.A.6 Make presentations
		5.A.7 Liaise with outside organizations and agencies					

Occupation of Assistant Housing Manager DACUM Chart

Major Category	Skill	Subskill					
6. LEADERSHIP SKILLS	A. Possess Personal and Professional Attributes	6.A.1 Act as a role model	6.A.2 Demonstrate ethical behaviour	6.A.3 Show initiative	6.A.4 Demonstrate accountability	6.A.5 Demonstrate reliability	6.A.6 Demonstrate punctuality
		6.A.7 Demonstrate flexibility	6.A.8 Demonstrate accessibility	6.A.9 Demonstrate honesty	6.A.10 Support others	6.A.11 Demonstrate courtesy	6.A.12 Demonstrate tact
		6.A.13 Maintain confidentiality	6.A.14 Demonstrate fairness	6.A.15 Demonstrate patience	6.A.16 Possess sense of humour	6.A.17 Demonstrate organizational abilities	6.A.18 Participate in professional and personal development opportunities
		6.A.19 Work with minimal supervision	6.A.20 Follow instructions	6.A.21 Make decisions	6.A.22 Practice cross- cultural skills	6.A.23 Manage stress	6.A.24 Meet deadlines
		6.A.25 Deal with political issues	6.A.26 Employ negotiating skills	6.A.27 Employ conflict- resolution skills	6.A.28 Employ analytical skills		

Occupation of Assistant Housing Manager DACUM Chart

Major Category	Skill	Subskill					
7. LEGISLATION	A. Adhere to Legislation	7.A.1 Identify applicable legislation	7.A.2 Demonstrate familiarity with legislation	7.A.3 Comply with legislation	7.A.4 Assist with drafting bylaws		
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. HOUSING	A. Perform Administrative Duties	8.A.1 Enter into management agreements	8.A.2 Maintain government and staff housing	8.A.3 Submit maintenance and improvement proposals	8.A.4 Initiate work orders	8.A.5 Provide estimates on damaged property	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		B. Manage Tenant Relations	8.B.1 Accept applications	8.B.2 Apply point-rating system to applications	8.B.3 Allocate units	8.B.4 Follow rent scale	8.B.5 Verify income
	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	8.B.7 Complete tenancy agreements		8.B.8 Conduct check ins and check outs	8.B.9 Collect damage deposits	8.B.10 Collect rent	8.B.11 Conduct inspections	8.B.12 Complete condition rating sheets
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8.B.13 Liaise with rental officer							
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

Occupation of Assistant Housing Manager DACUM Chart

Major Category	Skill	Subskill																		
8. HOUSING Cont'd	C. Assist with Home Ownership Program	8.C.1 Assist with completion of housing needs survey	8.C.2 Assist with client applications	8.C.3 Forward applications to Housing Corporation																

DACUM

APPENDIX

LIST OF LEGISLATION AND POLICIES

The following list is offered as a reference for relevant legislation and policies that may apply to this occupation in the Northwest Territories. It is intended as a guide only. The list may not include all relevant items to specific areas and situations.

- | | |
|---|---|
| 1. Aboriginal Custom Adoption Recognition Act | 29. Hamlets Act |
| 2. Access to Information and Protection of Privacy Act | 30. Indian Act - Federal |
| 3. Area Development Act | 31. Indian Oil and Gas Act – Federal |
| 4. Business Corporations Act | 32. Judicature Act |
| 5. Business Incentive Policy | 33. Labour Standards Act |
| 6. Business Licence Act | 34. Land Titles Act |
| 7. Canada Wildlife Act - Federal | 35. Local Authorities Elections Act |
| 8. Canadian Charter of Rights and Freedoms - Federal | 36. Mackenzie Valley Resource Management Act – Federal |
| 9. Charter Communities Act | 37. Mine Health and Safety Act |
| 10. Child Welfare Act | 38. Motor Vehicles Act |
| 11. Cities, Towns and Villages Act | 39. N.W.T. Housing Corporation Act |
| 12. Civil Emergency Measures Act | 40. Northwest Territories Act - Federal |
| 13. Commercial Tenancies Act | 41. Planning Act |
| 14. Commissioner’s Airport Regulations | 42. Property Assessment and Taxation Act |
| 15. Commissioner’s Land Act | 43. Public Health Act |
| 16. Commissioner’s Land Regulations | 44. Public Highways Act |
| 17. Community Employees’ Benefits Act | 45. Public Trustee Act |
| 18. Community Employees’ Benefits Program Transfer Act | 46. Residential Tenancies Act |
| 19. Conflict of Interest Act | 47. Safety Act |
| 20. Department of Indian Affairs and Northern Development Act – Federal | 48. Sahtu Dene and Metis Comprehensive Land Claim Agreement |
| 21. Department of Justice Act – Federal | 49. Settlements Act |
| 22. Education Act | 50. Societies Act |
| 23. Environmental Protection Act | 51. Territorial Lands Act - Federal |
| 24. Evidence Act | 52. Transportation of Dangerous Goods Act |
| 25. Financial Administration Act | 53. United Nations Act - Federal |
| 26. Fire Prevention Act | 54. Wildlife Act |
| 27. Frustrated Contracts Acts | 55. Workers’ Compensation Act |
| 28. Gwich’in Comprehensive Land Claim Agreement | |