

**HOUSING MANAGER
DACUM CHART**

FOR THE NORTHWEST TERRITORIES, CANADA



Learning is for life

Education, Culture & Employment



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DACUM INTRODUCTION

The Government of the Northwest Territories' Department of Education, Culture and Employment 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, 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. ADMINISTRATION MANAGEMENT**
2. Skill:
 - identifies a general skill within the major category
 - in the following example, the skill is **A. Administer Northwest Territories Housing Corporation Management Agreements**
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 Manage programs
 - 1.A.2 Manage properties

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. ADMINISTRATION MANAGEMENT	A. Administer Northwest Territories Housing Corporation Management Agreements	1.A.1 Manage programs	1.A.2 Manage properties								
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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**

The Housing Manager is responsible for the administration, management and delivery of all public social housing programs, services and properties within the community, under the terms and conditions of the Management Agreement between the Local Housing Organization (LHO) and the Northwest Territories Housing Corporation (NWTHC).

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Housing Manager DACUM CHART

FOR THE NORTHWEST TERRITORIES, CANADA

Occupation of Housing Manager DACUM Chart

Major Category	Skill	Subskill					
1. ADMINISTRATION MANAGEMENT	A. Administer Northwest Territories Housing Corporation Management Agreements	1.A.1 Manage programs	1.A.2 Manage properties	1.A.3 Follow policies and procedures	1.A.4 Demonstrate familiarity with various governance models, e.g. organizations, bands, associations		
	B. Liaise with Relevant Organizations	1.B.1 Consult with Northwest Territories Housing Corporation	1.B.2 Negotiate with Northwest Territories Housing Corporation	1.B.3 Deal with landlords	1.B.4 Develop working relationships with relevant organizations and agencies	1.B.5 Promote community partnerships	1.B.6 Represent Local Housing Organization and community at meetings
		1.B.7 Consult on land-use issues					
	C. Manage Contracts	1.C.1 Identify projects	1.C.2 Prioritize projects	1.C.3 Prepare scope of work and cost estimates	1.C.4 Issue tender documents	1.C.5 Apply Business Incentive Policy	1.C.6 Award contracts

Occupation of Housing Manager DACUM Chart

Major Category	Skill	Subskill					
1. ADMINISTRATION MANAGEMENT Cont'd	C. Manage Contracts Cont'd	1.C.7 Supervise contractors	1.C.8 Monitor contracts	1.C.9 Evaluate contracts	1.C.10 Administer warranties on work		
	D. Respond to Emergencies	1.D.1 Make immediate and effective decisions	1.D.2 Provide counselling in emergencies	1.D.3 Assist emergency personnel	1.D.4 Be available on 24-hour basis to respond to emergencies		
	E. Access Additional Funding	1.E.1 Identify funding opportunities	1.E.2 Conduct research	1.E.3 Write funding proposals	1.E.4 Complete funding applications	1.E.5 Establish cost- sharing agreements with relevant organizations and agencies	
	F. Demonstrate Computer Skills	1.F.1 Demonstrate keyboarding skills	1.F.2 Operate word processing programs	1.F.3 Operate spreadsheet programs	1.F.4 Operate accounting programs	1.F.5 Be familiar with Maintenance Management Operations Software	1.F.6 Use Internet and e-mail
		1.F.7 Use presentation programs					

Occupation of Housing Manager DACUM Chart

Major Category	Skill	Subskill																		
1. ADMINISTRATION MANAGEMENT Cont'd	G. Conduct Strategic and Operational Planning	1.G.1 Set goals and objectives	1.G.2 Establish strategic and operational plans	1.G.3 Implement strategic and operational plans																
	H. Manage Office Administration	1.H.1 Maintain records	1.H.2 Comply with Access to Information Act	1.H.3 Ensure office procedures are completed																
2. FINANCIAL MANAGEMENT	A. Prepare Annual Budget	2.A.1 Review historical information	2.A.2 Estimate revenues and expenditures	2.A.3 Provide information for Formula Funding to Northwest Territories Housing Corporation	2.A.4 Receive budget commitments for Formula Funding from Northwest Territories Housing Corporation	2.A.5 Prepare draft budgets	2.A.6 Submit budget for approval													
	B. Manage Finances	2.B.1 Comply with Generally Accepted Accounting Principles	2.B.2 Manage investments accounts	2.B.3 Manage damage deposit accounts	2.B.4 Manage reserve funds	2.B.5 Establish internal financial controls	2.B.6 Manage accounts payable and accounts receivable													

Occupation of Housing Manager DACUM Chart

Major Category	Skill	Subskill					
2. FINANCIAL MANAGEMENT Cont'd	B. Manage Finances Cont'd	2.B.7 Manage payroll and benefits					
	C. Conduct Financial Analysis	2.C.1 Oversee financial report preparation	2.C.2 Analyze financial reports	2.C.3 Prepare funding reports	2.C.4 Implement cost saving measures		
	D. Assist with Audits	2.D.1 Comply with terms of reference	2.D.2 Assist auditors	2.D.3 Consult with auditors and board	2.D.4 Follow up on management letters		
3. MAINTENANCE	A. Oversee Maintenance Management Program	3.A.1 Assess maintenance needs	3.A.2 Review budgets by activity	3.A.3 Analyze maintenance reports	3.A.4 Analyze unit condition ratings	3.A.5 Identify operational priorities	3.A.6 Determine method to complete work, i.e. in house or contract
		3.A.7 Implement maintenance program	3.A.8 Ensure program completion				

Occupation of Housing Manager DACUM Chart

Major Category	Skill	Subskill					
3. MAINTENANCE Cont'd	B. Manage Modernization and Improvement Program	3.B.1 Develop three-year modernization and improvement plan	3.B.2 Submit plan to Local Housing Organization for approval	3.B.3 Submit plan to Northwest Territories Housing Corporation for funding	3.B.4 Amend plan as required	3.B.5 Implement plan	3.B.6 Monitor plan
4. HUMAN RESOURCES	A. Manage Staff	3.B.7 Evaluate plan					
4. HUMAN RESOURCES	A. Manage Staff	4.A.1 Establish policies and procedures	4.A.2 Develop job descriptions	4.A.3 Recruit staff	4.A.4 Provide staff orientation	4.A.5 Coach staff	4.A.6 Conduct evaluations
4. HUMAN RESOURCES	B. Facilitate Staff Training	4.A.7 Conduct staff meetings	4.A.8 Provide safe working environment				
4. HUMAN RESOURCES	B. Facilitate Staff Training	4.B.1 Assess training needs	4.B.2 Provide on-the-job training	4.B.3 Provide professional development opportunities	4.B.4 Sponsor apprenticeship training		

Occupation of Housing Manager DACUM Chart

Major Category	Skill	Subskill					
4. HUMAN RESOURCES Cont'd	C. Manage Union Relations	4.C.1 Administer union agreements	4.C.2 Administer personnel policies	4.C.3 Obtain legal counsel	4.C.4 Hire negotiators	4.C.5 Participate in union negotiations	4.C.6 Respond to grievances
5. BOARD RELATIONS	A. Assist with Board Selection Process	5.A.1 Follow elections/ appointment procedures	5.A.2 Set up nomination committees	5.A.3 Process elections/ appointments			
	B. Facilitate Board Meetings	5.B.1 Prepare for board meetings	5.B.2 Attend board meetings	5.B.3 Present management reports	5.B.4 Prepare and distribute minutes	5.B.5 Assist with motions preparation	5.B.6 Implement board direction and decisions
	C. Coordinate Board Development	5.C.1 Provide board orientation	5.C.2 Explain conflict of interest guidelines	5.C.3 Assess board development needs	5.C.4 Facilitate board training		
	D. Provide Advice to Board	5.D.1 Seek legal and financial interpretations and advice	5.D.2 Make recommend- ations	5.D.3 Provide advice on policies, motions and issues	5.D.4 Draft policies and procedures		

Occupation of Housing Manager DACUM Chart

Major Category	Skill	Subskill						
6. TENANT RELATIONS	A. Manage Tenant Relations	6.A.1 Provide guidance on tenant relations issues	6.A.2 Liaise with tenants	6.A.3 Counsel applicants and tenants as required	6.A.4 Respond to tenant special needs	6.A.5 Prepare cases for rental officer and court hearings	6.A.6 Present evidence in court as required	
7. COMMUNICATIONS	A. Communicate Effectively	7.A.1 Practice effective verbal skills	7.A.2 Practice active listening	7.A.3 Write reports and business correspondence	7.A.4 Complete applications and proposals	7.A.5 Make presentations	7.A.6 Ensure translation services are provided as needed	
	B. Provide Information	7.B.1 Provide education about housing and housing programs	7.B.2 Develop information pamphlets	7.B.3 Attend career and trade shows	7.B.4 Perform public speaking duties	7.B.5 Perform public relations duties	7.B.6 Prepare visual presentations/materials	
8. PROGRAM DEVELOPMENT <u>Note:</u> Applies only to programs devolved to the community level.	A. Identify Needs	8.A.1 Conduct needs assessment	8.A.2 Identify community priorities	8.A.3 Conduct research	8.A.4 Identify applicable housing programs			
	B. Implement Programs and Services	8.B.1 Negotiate block funding	8.B.2 Develop programs and services	8.B.3 Deliver programs and services	8.B.4 Promote programs and services	8.B.5 Evaluate programs and services		

Occupation of Housing Manager DACUM Chart

Major Category	Skill	Subskill										
9. LEGISLATION	A. Follow Relevant Legislation	9.A.1 Identify applicable legislation	9.A.2 Comply with governing legislation	9.A.3 Demonstrate familiarity with bylaws and legislation	9.A.4 Follow legal procedures	9.A.5 Process legal documents						
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10. POLITICAL ISSUES	A. Demonstrate Awareness of Political Environment	10.A.1 Possess awareness of land claims negotiations and implement- ations	10.A.2 Demonstrate awareness of political initiatives	10.A.3 Observe protocol	10.A.4 Respond to enquiries	10.A.5 Possess working knowledge of community transfer and empowerment initiatives						
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. ETHICS AND PROFESSIONALISM	A. Act in an Ethical and Professional Manner	11.A.1 Maintain standards of conduct	11.A.2 Respect self and others	11.A.3 Possess cultural awareness and sensitivity	11.A.4 Maintain flexibility	11.A.5 Demonstrate dedication	11.A.6 Demonstrate ethical work practices					
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		11.A.7 Manage stress	11.A.8 Demonstrate consistency	11.A.9 Maintain confidentiality	11.A.10 Mentor team							
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

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APPENDIX A

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. Bolded items are of particular relevance to the occupation.

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

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APPENDIX B LIST OF PROGRAMS

The Housing Manager is familiar with the following programs:

Canadian Mortgage and Housing Corporation (CMHC) Standards
Emergency Repair
Home Ownership
Housing Adaptations for Seniors Independence (HASI)
Rent Supplement
Residential Repair Assistance Program (RRAP)
Senior Citizen Housing Repair Program (SCHRP)
Seniors' Programs
Staff Housing Programs

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APPENDIX C LIST OF STAKEHOLDERS

The Housing Manager meets and consults with the following stakeholders on a regular basis:

Bylaw Officers
Court Workers
Emergency Response Personnel
Environmental Health Office
Fire Departments
Government of the Northwest Territories - Departments and Agencies
Band/Hamlet/Municipal Offices
Northwest Territories Housing Corporation
Public Health Office
Regional Health and Social Services Boards
Royal Canadian Mounted Police