



Supportive Housing and Supportive Services Workforce

Skills Framework

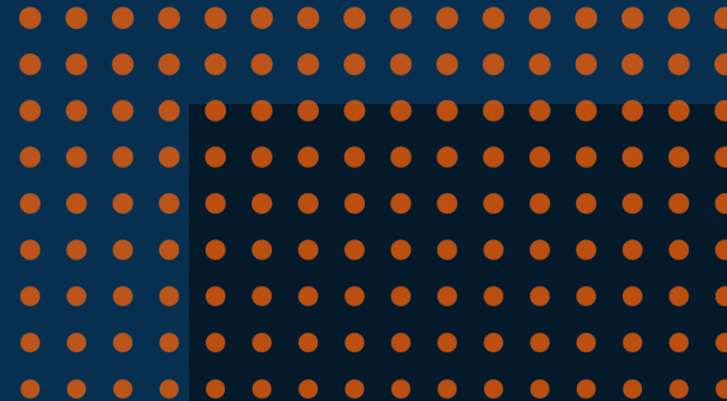




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HIRING SUPERVISORS AND MANAGERS

- Inform job descriptions and interview questions
- Guide performance reviews and professional development
- Support onboarding and mentorship



ORGANIZATIONAL LEADERSHIP

- Align workforce strategy with mission and values
- Identify systemic training needs
- Develop career paths for staff



JOB SEEKERS

- Understand role expectations
- Highlight relevant skills in applications
- Plan your career path



NEW PROGRAM PLANNERS

- Design roles and teams with intentionality
- Develop training and support structures
- Evaluate program readiness and capacity

Recommendations for how to use this framework:

HIRING SUPERVISORS/MANAGERS

- **Inform Job Descriptions and Interview Questions**
Use the framework to craft role-specific job postings and structured interview questions that reflect the core competencies needed for success in supportive housing and service provider roles.
- **Guide Performance Reviews and Professional Development**
Align performance evaluations with the framework's skills, knowledge and behaviors to provide clear, constructive feedback and identify areas for growth and training.
- **Support Onboarding and Mentorship**
Integrate the framework into onboarding processes to help new hires understand expectations and connect them with mentors who model key skills and behaviors.

JOB SEEKERS

- **Understand Role Expectations**
Use the framework to gain insight into what employers are looking for in supportive housing and service provider roles and assess your own readiness.
- **Highlight Relevant Skills in Applications**
Tailor your resume and cover letter to reflect the competencies outlined in the framework, using specific examples from your experience.
- **Plan Your Career Path**
Identify areas for growth and use the framework to guide your professional development, whether through training, mentorship, or new experiences.

Recommendations for how to use this framework:



ORGANIZATIONAL LEADERSHIP

- **Align Workforce Strategy with Mission and Values**
Use the framework to ensure that hiring, training, and advancement practices reflect the organization's commitment to quality, and person-centered support and care.
- **Identify Systemic Training Needs**
Analyze trends across teams using the framework to identify common skill gaps and invest in targeted training or capacity-building initiatives.
- **Career Paths**
Apply the framework to assess whether current practices support diverse pathways into higher levels of the organization and ensure that all staff have access to growth opportunities.

NEW PROGRAM PLANNERS

- **Design Roles and Teams with Intentionality**
Use the framework to define the skills and knowledge needed for new roles, ensuring that staffing plans are aligned with program goals and client/tenant needs.
- **Develop Training and Support Structures**
Build onboarding, supervision, and training systems around the framework to ensure staff are equipped to deliver high-quality services from day one.
- **Evaluate Program Readiness and Capacity**
Use the framework as a checklist to assess whether your team has the competencies needed to launch and sustain a new program effectively.

Types of Job Roles

Supportive Housing and Service Provider Workforce

Introduction to Job Roles

This skills framework outlines the key job roles commonly found within the supportive housing and service provider workforce, offering a structured overview of the essential skills, knowledge, and behaviors required for success in each role.

Based on research and consultation with sector professionals the framework identifies and describes core positions such as Case Managers, Peer Support Specialists, and Program Managers.

Each role profile includes a clear description of responsibilities, along with the skills, knowledge and behaviors or activities needed to deliver effective, person-centered support to individuals and families. This list is not intended to be an exhaustive list. Job titles vary across this field and periodically change with the needs of communities. Where possible we have provided examples of similar role titles.



Case Manager

Also known as: Case worker, Housing Coordinator, Program Coordinator, Case Lead

Description of role: A supportive housing case manager helps individuals and families who are experiencing homelessness, mental health challenges, or other barriers to stable housing. Their role is to connect individuals and families with safe, affordable housing and provide ongoing support to help them maintain it. This includes coordinating services like healthcare, employment assistance, and life skills training, while building trusting relationships to promote stability and independence. They act as a bridge between the tenant/client and various service providers, advocating for their needs and helping them navigate complex systems.

Skills	Knowledge	Behaviors
<p>CORE: Time management, documentation, engagement, assessment, collaboration, computer and technology skills, communication, problem solving</p> <p>BENEFICIAL SKILLS: Adaptability, interpersonal skills, critical thinking, boundary setting, resource navigation, crisis intervention, organizational awareness, resilience & self-care</p>	<p>CORE: Privacy/confidentiality, ethical standards, strength-based approaches, advocacy, trauma-informed approaches, cultural sensitivity, behavioral health, goal setting</p> <p>BENEFICIAL KNOWLEDGE: Homeless & housing systems, hoarding behaviors, managing well-being, benefits and public assistance, intimate partner violence, suicide and self-harm, working with special populations, motivational interviewing, risk assessments</p>	<p>CORE: Empathy and compassion, person-centered, adaptability, holistic, professionalism, initiative, collaborative, integrity</p> <p>BENEFICIAL BEHAVIORS: Self-awareness, growth mindset, entrepreneurial, reflective</p>

Peer Support Specialist

Also known as: Peer Navigator, Peer Recovery Support, Peer Mentor

Description of role: A peer support specialist or peer mentor uses their own lived experience with homelessness, mental health, or recovery to support others going through similar challenges. They build trusting relationships with tenants/clients, offer emotional support, share coping strategies, and help people feel connected with the community. By modeling hope and resilience, they encourage others to stay engaged in services, work toward their goals, and maintain stable housing.

Skills	Knowledge	Behaviors
<p>CORE: Active listening, communication, conflict strategies, boundary setting, goal setting, problem solving, outreach, engagement, collaboration</p> <p>BENEFICIAL SKILLS: Resilience & self-care, de-escalation, motivational interviewing</p>	<p>CORE: Lived-experience, privacy/confidentiality, ethical standards, Trauma-informed approaches, cultural sensitivity, goal setting</p> <p>BENEFICIAL KNOWLEDGE: Homeless services, public assistance benefits, community-based organizations, empathy fatigue</p>	<p>CORE: Empathy and compassion, person-centered, reliability, consistency, commitment, advocacy, non-judgmental, trustworthiness</p> <p>BENEFICIAL BEHAVIORS: Reflective, self-aware</p>

Supportive Housing Supervisor

Also known as: Team Manager, Program Manager, Team Lead, Program Supervisor

Description of role: A supportive housing supervisor oversees the work of case managers and ensures that supportive housing programs run smoothly and effectively. They provide guidance, training, and supervision to staff, help resolve complex issues, and ensure services are delivered in line with policies and align with quality supportive housing standards. They also monitor program performance, coordinate with external partners, and support staff in maintaining high-quality, person-centered support. Their role is key in creating a stable, supportive environment for both staff and tenants/clients.

Skills	Knowledge	Behaviors
<p>CORE: Case Manager Skills + Team Leadership, supervision, delegation, feedback, strategic planning, interpersonal skills, active listening, performance management, adaptability, interpersonal skills, critical thinking, boundary setting, resource navigation, crisis intervention, organizational awareness, resilience & self-care</p> <p>BENEFICIAL SKILLS: Coaching, data-informed decision making, capacity building, policy development, evaluation, change management, training/facilitation. budgeting</p>	<p>CORE: Case Manager Knowledge + Supportive housing models, homelessness system, housing focused strategies, trauma-informed approaches, fair housing, tenant rights, social services systems, housing resources and subsidies</p> <p>BENEFICIAL KNOWLEDGE: Motivational interviewing, treatment models, assertive engagement, hiring and recruitment, working with persons with lived experience, fund development, proposal writing, budgeting</p>	<p>CORE: Case Manager Behaviors + Accountability, openness, trustworthiness, supportive, humility, fair, reliable, self-awareness, growth mindset</p> <p>BENEFICIAL BEHAVIORS: Entrepreneurial, reflective</p>

Supportive Housing Director/Executive Officer

Also known as: President, Vice President, Chief Executive Officer, Executive Director, Director of Operations, Administrator, Program Director

Description of role: A supportive housing director or executive officer leads and oversees the entire supportive housing program, ensuring it meets its mission and goals. They are responsible for strategic planning, securing funding, managing budgets, and building partnerships with community organizations and government agencies. They supervise senior staff, guide program development, and ensure compliance with regulations and proven practices. Their role is to create a strong foundation for the program's success, advocate for housing solutions, and ensure that services effectively support tenant's/client's in achieving stability and independence.

Skills	Knowledge	Behaviors
<p>CORE: Supportive Housing Supervisor Skills + Management agility to respond to continuous change, community engagement, financial acumen, program administration, public speaking, strategic planning</p> <p>BENEFICIAL SKILLS: Technical skills to utilize emerging tech, innovative thinking, self-management, mentoring, leading remote staff</p>	<p>CORE: Supportive Housing Supervisor Knowledge + Knowledge of finance and risk, commercial awareness, succession planning, human resources, organizational development, monitoring & evaluation, compliance</p>	<p>CORE: Supportive Housing Supervisor Behaviors + Authenticity, collaborative decision making, vision, proactive, curiosity, transparency, consultative, flexible, consistent</p> <p>BENEFICIAL BEHAVIORS: Inspirational, motivational, Trauma-Informed</p>

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Skills, Knowledge, Behaviors (SKBs)

Supportive Housing and Service Provider Workforce

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Introduction to SKBs

This section outlines the core and skills, knowledge, and behaviors expected of individuals working within the supportive housing and service provider workforce.

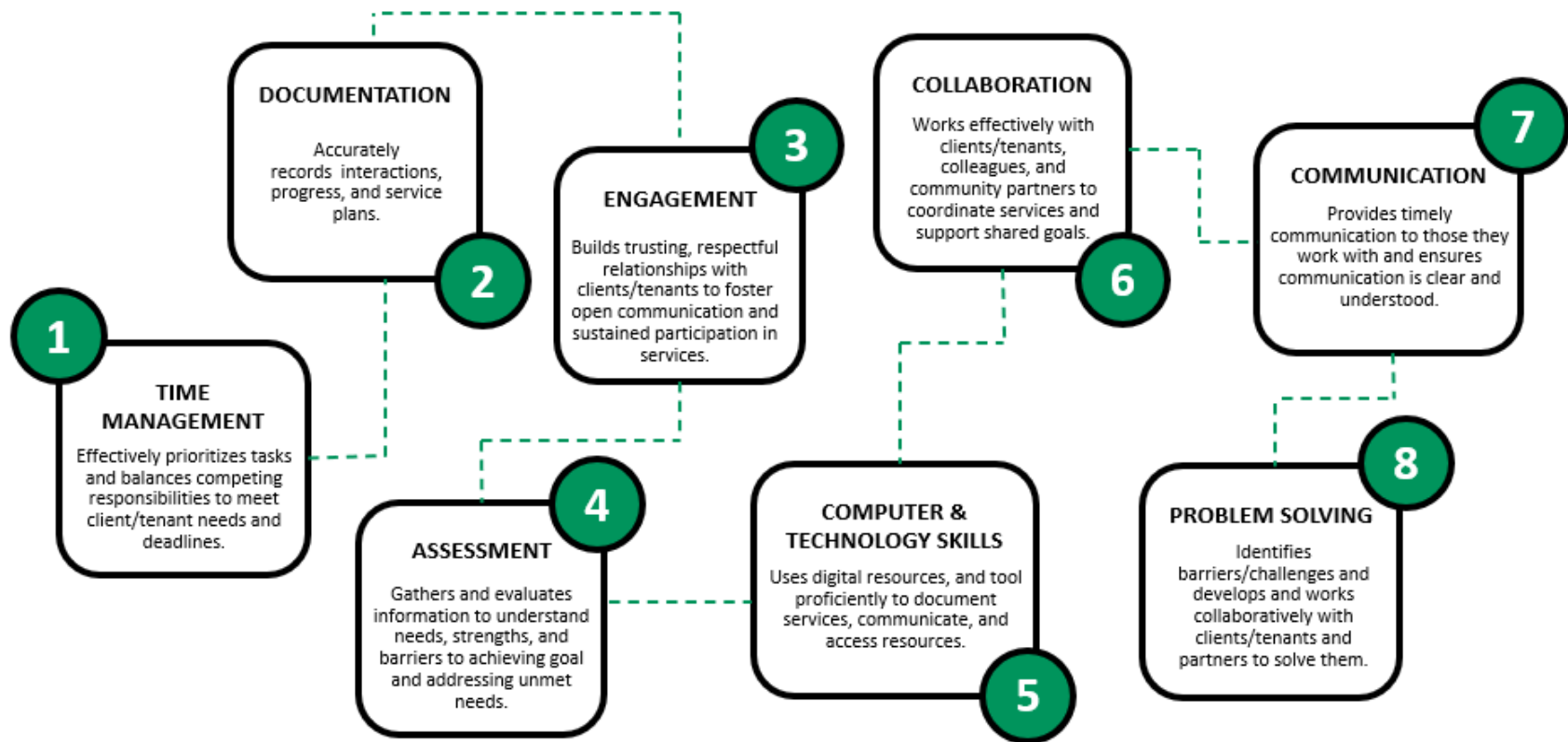
It is designed to support both foundational and aspirational development, offering a clear picture of what is “core” or fundamental for effective work with individuals and families, as well as what can enhance and deepen professional impact.

While some of these elements are fundamental to all roles, others may be more relevant depending on specific responsibilities or career progression.

We recognize that individuals will bring varying levels of experience and confidence to each area, and this framework is intended to support growth at every stage.



CORE SKILLS: SUPPORTIVE HOUSING WORKFORCE



CORE SKILLS

Supportive Housing Workforce



Time Management

Prioritizing tasks, managing schedules, and meeting deadlines in a fast-paced environment to ensure timely support for residents/clients and efficient coordination with the team.

Documentation

Accurately recording tenant/client interactions, services provided, and progress notes in a clear, timely, and confidential manner to support care coordination and compliance.

Engagement

Building trusting relationships with tenants/clients through empathy, active listening, and consistent communication to foster a safe and supportive environment.

Assessment

Identifying tenant/client needs, strengths, and challenges through structured tools and conversations to inform individualized support plans.

Computer & Technology Skills

Using digital tools such as case management systems, email, and virtual meeting platforms to document, communicate, and coordinate services effectively.

Collaboration

Working closely with colleagues, service providers, and tenants/clients to ensure coordinated care and shared decision-making that supports housing retention and personal goals.

Communication

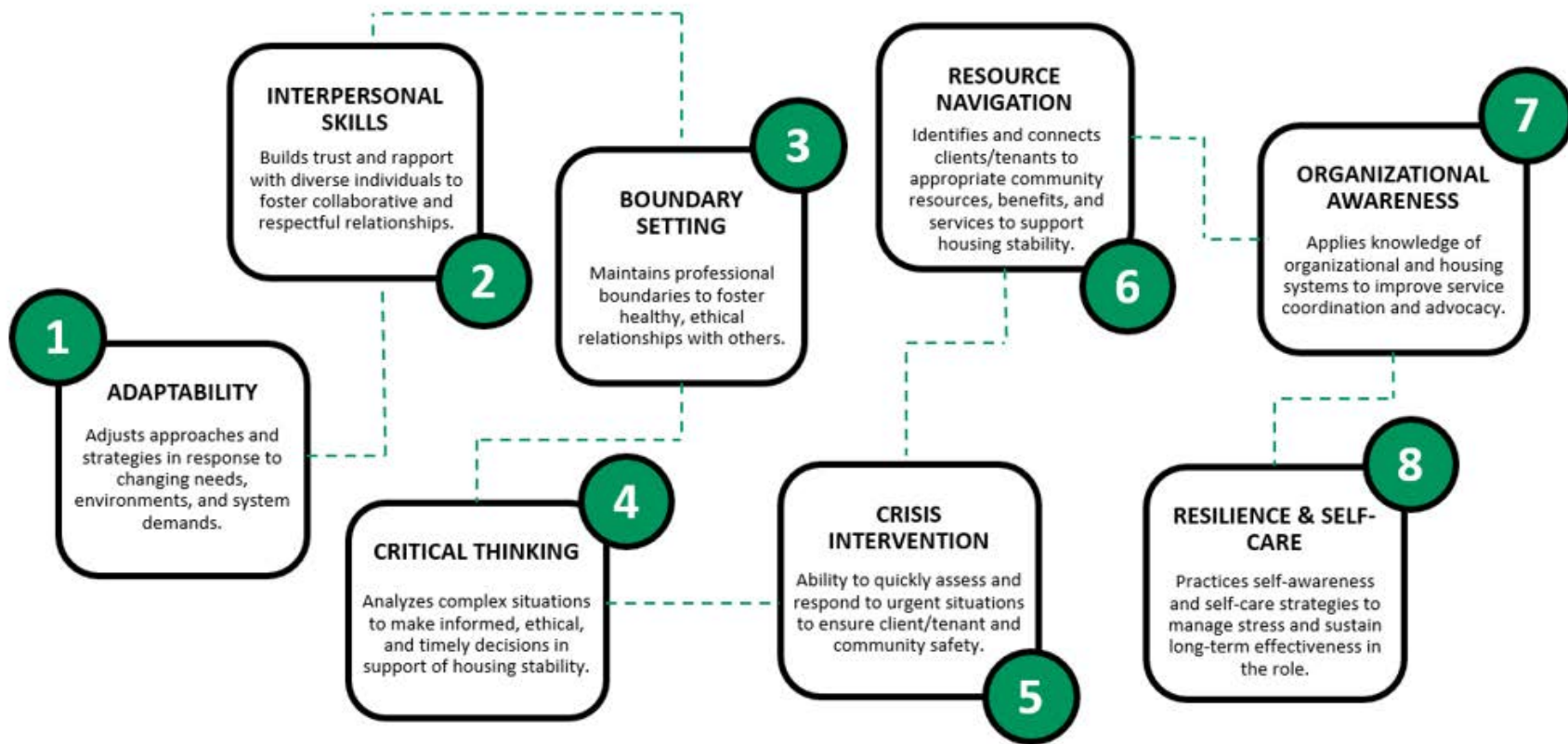
Clearly and respectfully exchanging information with tenants/clients, team members, and partners, both verbally and in writing, to ensure understanding, build trust, and support effective service delivery.

Problem Solving

Addressing challenges creatively and calmly by identifying issues, exploring solutions, and taking appropriate action to support stability and well-being.



BENEFICIAL SKILLS: SUPPORTIVE HOUSING WORKFORCE



BENEFICIAL SKILLS

Supportive Housing Workforce



Adaptability

Adjusts approaches and strategies in response to changing needs, environment, and system demands.

Interpersonal Skills

Effectively building and maintaining respectful, trusting relationships with tenants/clients, colleagues, and external partners. This includes active listening, empathy, clear communication, and restorative approaches.

Boundary Setting

Establishing and maintaining clear, professional boundaries to ensure ethical service delivery and protect both staff and tenants/clients. This includes knowing when to say no, avoiding dual relationships, and managing emotional involvement.

Critical Thinking

Analyzes complex situations to make informed, ethical, and timely decisions in support of housing stability.

Crisis Intervention

Responding effectively and safely to urgent or high-risk situations, such as mental health crises, substance use incidents, or housing instability. This includes de-escalation, safety planning, and connecting tenants/clients to emergency services.

Resource Navigation

Understanding how to locate, access, and coordinate a wide range of community resources, such as housing, healthcare, legal aid, and employment services, to meet tenants'/clients' diverse needs.

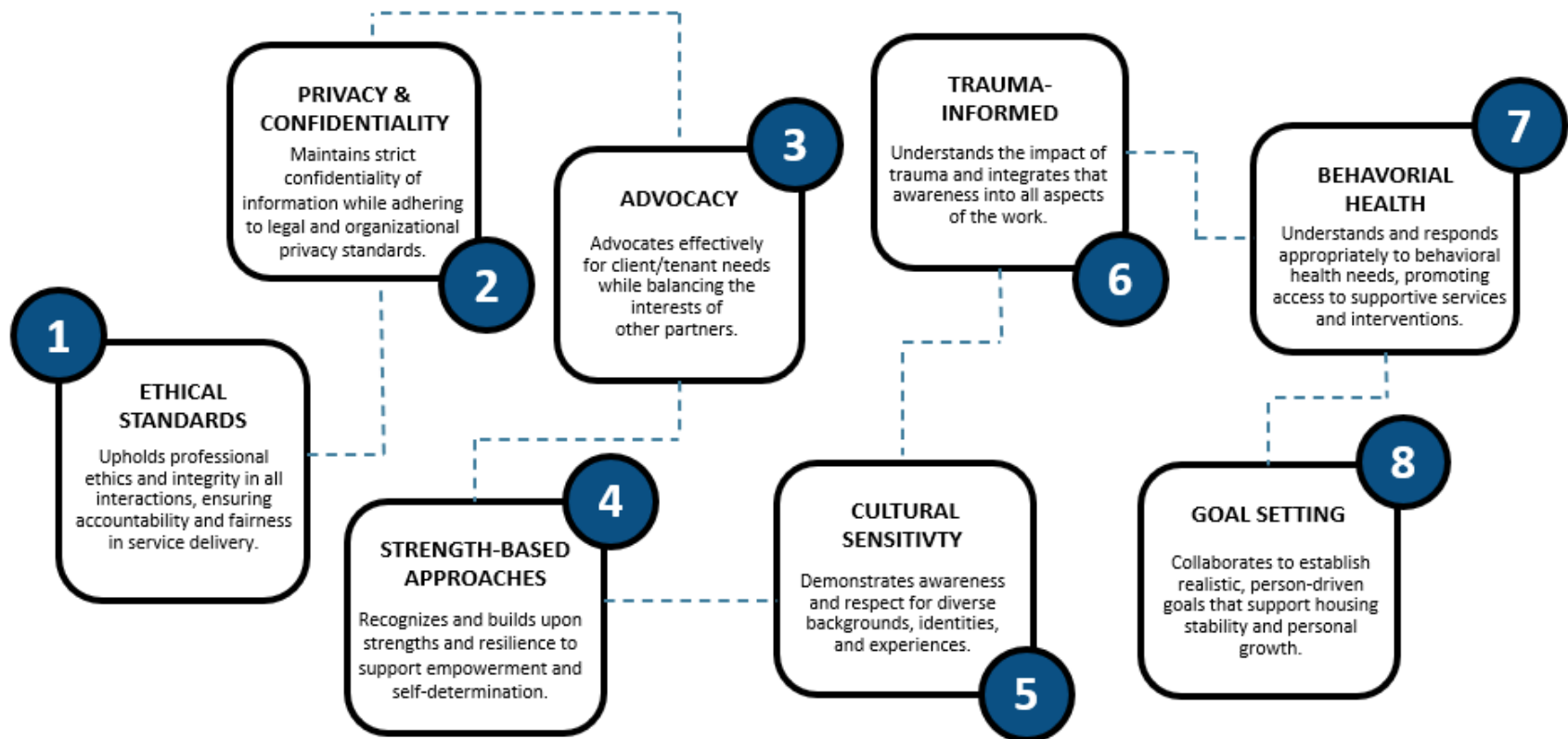
Organizational Awareness

Understanding the mission, structure, policies, and procedures of the organization and how individual roles contribute to broader goals. This includes knowing internal protocols and how to navigate systems effectively.

Resilience & Self-Care

Practicing self-awareness and self-care strategies to manage stress and sustain long-term effectiveness.

CORE KNOWLEDGE: SUPPORTIVE HOUSING WORKFORCE



CORE KNOWLEDGE

Supportive Housing Workforce



Ethical Standards

Applying professional values such as integrity, respect, and fairness in all interactions. This includes setting boundaries, avoiding conflicts of interest, and prioritizing well-being.

Privacy and Confidentiality

Understanding and following laws like HIPAA and organizational policies to protect personal and health information. This includes only sharing information with authorized individuals and securing records.

Advocacy

Supporting tenants/clients in navigating complex systems and standing up for their rights and needs, especially when they face barriers to housing, healthcare, or benefits.

Strength-Based Approaches

Focusing on what tenants/clients can do, their past successes, and their personal goals rather than their challenges. This approach increases motivation and promotes self-efficacy.

Cultural Sensitivity

Being aware of and respecting the diverse cultural, racial, religious, gender, and linguistic backgrounds of tenants/clients. This helps build trust and deliver services that are respectful and relevant.

Trauma-Informed Approaches

Recognizing the widespread impact of trauma and integrating this understanding into policies, procedures, and interactions to avoid re-traumatization.

Behavioral Health

Having foundational knowledge of mental health and substance use conditions to recognize signs, reduce stigma, and connect tenants/clients to appropriate care.

Goal Setting

Helping identify and work toward realistic, meaningful goals that support tenant's/client's housing stability and personal development.



BENEFICIAL KNOWLEDGE

Supportive Housing Workforce



Homelessness & Housing Systems

Understanding the structural, policy, and service delivery frameworks that govern homelessness and housing systems.

Hoarding Behaviors

Understanding hoarding as a complex behavioral health issue that can impact housing stability, safety, and health. Staff should know how to recognize signs, respond with empathy, and connect tenants/clients to appropriate support.

Managing Well-Being

Supporting tenants/clients in maintaining their physical, emotional, and mental health through wellness planning, stress management, and access to care.

Benefits and Public Assistance

Having a working knowledge of programs like SSI/SSDI, SNAP, Medicaid, and housing subsidies to help tenants/clients access and maintain essential benefits.

Intimate Partner Violence (IPV)

Recognizing signs of IPV and understanding how to respond safely and supportively, including connecting tenants/clients to specialized services and ensuring confidentiality.

Suicide and Self-Harm

Being able to identify warning signs, respond with compassion, and follow protocols for crisis intervention and referral to mental health professionals.

Working with Special Populations

Understanding the unique needs of groups such as older adults, LGBTQ+ individuals, veterans, people with disabilities, and youth aging out of foster care.

Motivational Interviewing (MI)

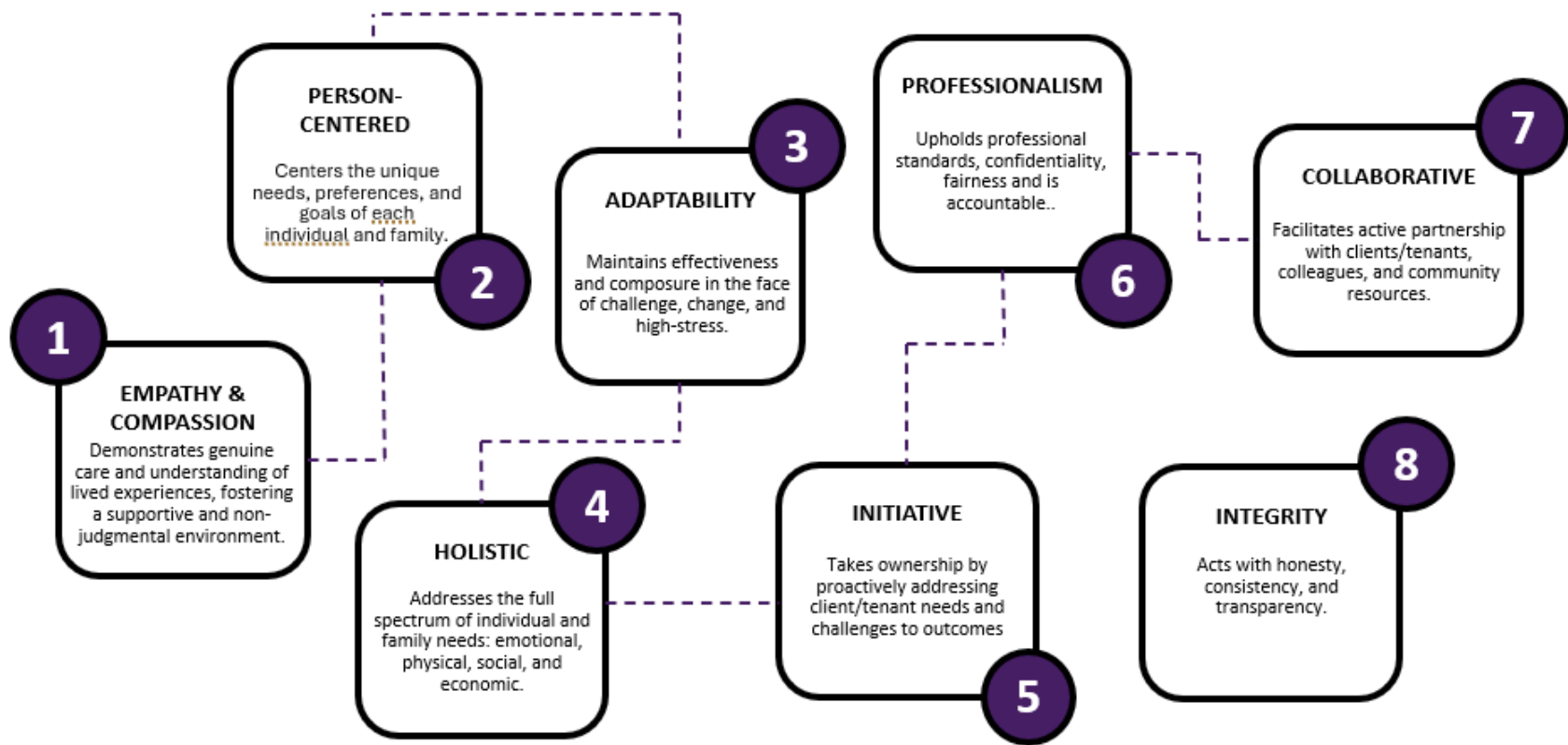
Using MI model to provide a collaborative, person-centered communication to help tenants/clients explore and resolve ambivalence about change, especially around health, housing, or substance use.

Undertaking Risk Assessments

Evaluating potential risks to safety or housing stability, including mental health crises, substance use, or environmental hazards, and developing appropriate response plans.



CORE BEHAVIORS: SUPPORTIVE HOUSING WORKFORCE



CORE BEHAVIORS

Supportive Housing Workforce



Empathy & Compassion

Demonstrating genuine care and understanding for residents' experiences, emotions, and challenges. This includes active listening, validating feelings, and responding with compassion to build trust and rapport.

Person-Centered

Focusing on the tenant's goals, preferences, and values in all planning and decision-making. This means honoring their autonomy and supporting their self-defined path to stability and well-being.

Adaptability

Adjusting approaches and strategies in response to changing resident needs, crises, or system demands. Being flexible helps maintain effective support even in unpredictable or high-pressure situations.

Holistic

Addresses the full spectrum of individual and family needs: emotional, physical, social, and economic.

Initiative

Proactively identifying needs, solving problems, and taking action without waiting for direction. This includes following up on referrals, seeking out resources, and anticipating potential challenges.

Professionalism

Maintaining ethical conduct, clear boundaries, and respectful communication at all times. This includes being punctual, reliable, and accountable in interactions with residents, colleagues, and partners.

Integrity

Acts with honesty, consistency, and transparency.

Collaborative

Working effectively with residents, team members, and external partners to achieve shared goals. This includes open communication, mutual respect, and a commitment to collective problem-solving.

BENEFICIAL BEHAVIORS

Supportive Housing Workforce



Self-Awareness

Recognizing one's own emotions, biases, strengths, and limitations to maintain professionalism and improve interactions with tenants/clients and colleagues.

Growth Mindset

Believing in the ability to learn and improve through effort, feedback, and reflection. This includes being open to new ideas, training, and constructive feedback.

Entrepreneurial

Demonstrating creativity, resourcefulness, and initiative in solving problems and improving services, even with limited resources.

Reflective

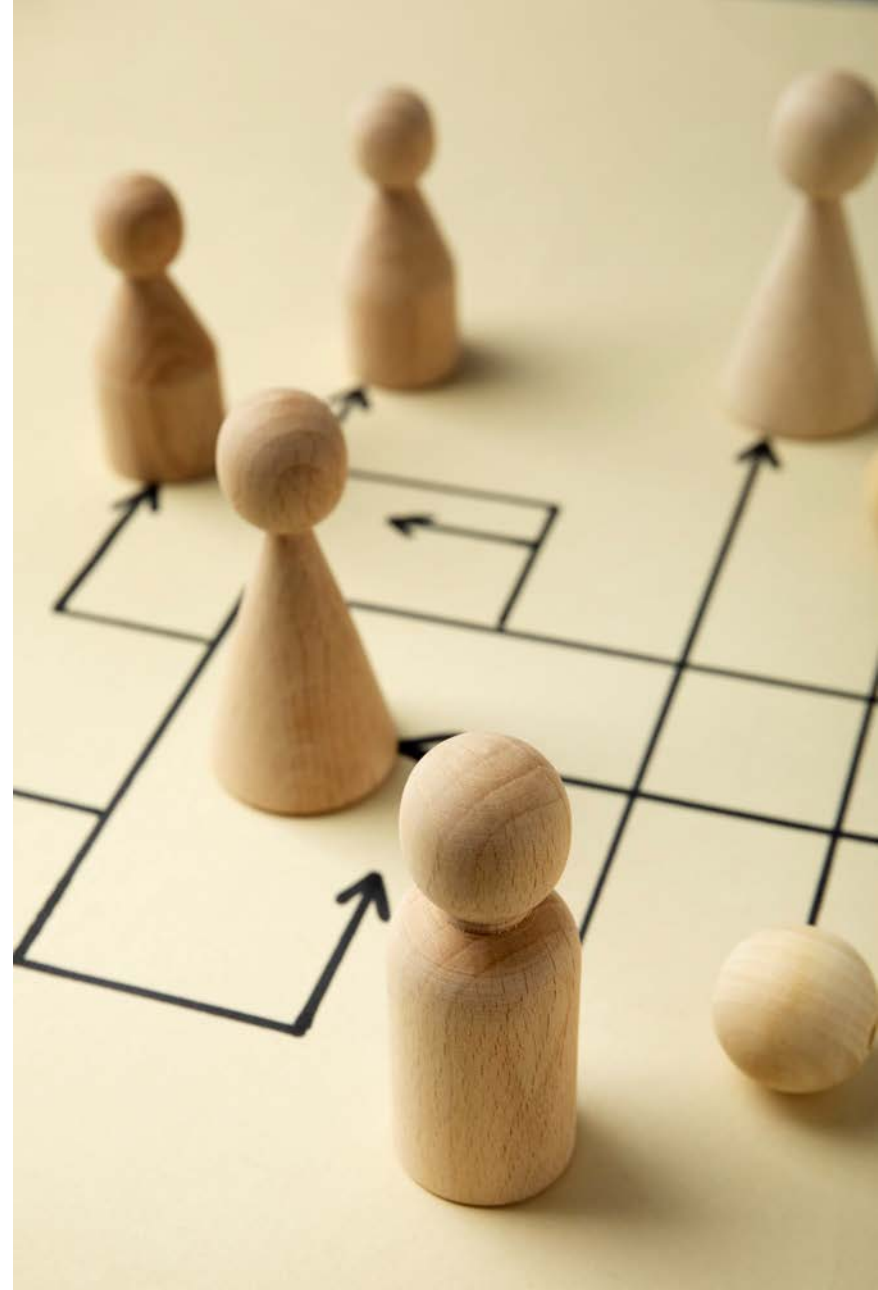
Regularly evaluating one's own practice, decisions, and outcomes to learn from experiences and enhance future performance.



Supervisors and Organizational Leadership

In addition to the foundational skills, knowledge, behaviors, and activities required of all professionals working in supportive housing, individuals in supervisory and organizational leadership roles must demonstrate a distinct and expanded set of competencies. Supervisors play a critical role in shaping service delivery, supporting staff development, and fostering a culture of accountability, collaboration, and person-centered approaches.

This section outlines the additional capabilities essential for effective supervision within supportive housing settings, emphasizing leadership in practice, team management, strategic thinking, and the ability to navigate complex systems. These competencies are vital to ensuring high-quality, person-centered services and sustaining a resilient, mission-driven workforce.



CORE SKILLS*

Supervisors/Managers



Team Leadership

Effective team leadership involves setting a clear direction, modeling core values, and creating an environment where staff feel motivated and empowered to do their best work.

Supervision

Providing structured, consistent oversight and support to staff through regular one-on-one meetings, coaching, and performance monitoring.

Delegation

The skill of assigning responsibilities and tasks to team members in a way that matches their strengths, supports their growth, and ensures efficient use of time and resources.

Feedback

Delivering timely, constructive, and balanced input to help staff improve performance, build confidence, and stay aligned with expectations. Feedback should be specific, respectful, and focused on behaviors and outcomes, fostering a culture of continuous learning and improvement.

Strategic Planning

The ability to set long-term goals, anticipate future needs, and align team efforts with organizational priorities. Strategic planning involves analyzing data, identifying trends, allocating resources effectively, and ensuring that services remain responsive to resident and community needs.

Active Listening

Fully engaging with staff and others to understand their perspectives, concerns, and ideas without interruption or judgment. Active listening strengthens relationships, improves decision-making, and helps supervisors respond thoughtfully and effectively to team needs.

Performance Management

Monitoring, evaluating, and supporting staff performance to ensure high-quality service delivery and professional accountability. This includes setting clear expectations, using data to track progress, addressing performance concerns, and recognizing achievements.

*Note: these core skills are to be considered in addition to those skills outlined in the core skills for the supportive housing workforce



BENEFICIAL SKILLS

Supervisors/Managers



Coaching

Coaching involves helping team members reflect on their practice, identify growth areas, and build confidence in their abilities. It emphasizes learning through dialogue, not just direction.

Data-Informed Decision Making

Using quantitative and qualitative data to guide planning, improve services, and evaluate outcomes. This includes interpreting reports, identifying trends, and making adjustments based on evidence.

Capacity Building

Strengthening the skills, knowledge, and confidence of individuals and teams to improve performance and sustainability. This includes mentoring, training, and creating opportunities for staff to take on new responsibilities and grow professionally.

Policy Development

Creating, reviewing, and updating internal policies and procedures to ensure they reflect effective practices, legal requirements, and the needs of programs and community.

Evaluation

Assessing the effectiveness of programs, services, and staff performance to ensure quality and accountability. Evaluation includes setting measurable goals, collecting feedback, analyzing outcomes, and using findings to inform improvements.

Change Management

Leading teams through organizational or programmatic changes with transparency, empathy, and structure. This includes preparing staff, addressing challenges, and ensuring that transitions are smooth, inclusive, and aligned with mission and goals.

Training Facilitation

Designing and delivering engaging, relevant learning experiences for staff. Effective training facilitation involves clear communication, understanding of works best for adult learning, and the ability to clearly connect the learning back to the work.

CORE KNOWLEDGE*

Supervisors/Managers



Supportive Housing Models

Knowledge of the various supportive housing models (e.g., scattered-site, single-site, congregate) and how they integrate housing with voluntary services.

Homelessness System

Understanding how the broader homelessness response system operates, including coordinated entry, Continuums of Care (CoCs), emergency shelters, transitional housing, and supportive housing.

Housing Focused Strategies

Understanding of the critical role housing plays in providing a stable base for delivery of supportive services.

Harm Reduction Strategies

Familiarity with harm reduction principles and practices that aim to reduce the negative consequences of substance use and other high-risk behaviors without requiring abstinence.

Fair Housing

Knowledge of federal, state, and local fair housing laws that protect individuals from discrimination in housing based on race, gender, disability, and other protected characteristics.

Tenant Rights

Understanding the legal rights and responsibilities of tenants and landlords, including lease agreements, eviction protections, reasonable accommodations, and grievance procedures. S

Social Service Systems

Comprehensive knowledge of interconnected systems such as behavioral health, substance use treatment, child welfare, criminal justice, and public health.

Housing Resources and Subsidies

Familiarity with housing assistance programs such as, Section 8-Housing Choice Vouchers, portability, public housing, rapid rehousing, and local rental subsidies.

***Note: knowledge areas listed above are to be considered in addition to the areas of knowledge outlined in the core knowledge for the supportive housing workforce**



BENEFICAL KNOWLEDGE

Supervisors/Managers



Treatment Models

Knowledge of behavioral health and substance use treatment models (e.g., cognitive behavioral therapy, medication-assisted treatment, recovery-oriented care) to guide staff in making appropriate referrals and integrating services into housing support plans.

Assertive Engagement

Familiarity with proactive, persistent, and respectful strategies for engaging tenants/clients who may be reluctant to participate in services.

Hiring and Recruitment

Understanding best practices in recruiting, interviewing, and selecting new hires.

Working with Persons with Lived Experience

Recognizing the value of lived experience in service delivery and leadership. Supervisors should know how to support, integrate, and elevate staff and partners with lived experience, ensuring meaningful roles within teams.

Fund Development

Knowledge of fundraising strategies, donor engagement, and requests for funding to support program sustainability and growth. Supervisors may contribute to identifying funding opportunities and aligning program goals with funder priorities.

Proposal Writing

Understanding how to develop clear, compelling proposals for funding, partnerships, or program expansion. This includes articulating needs, outcomes, and impact in alignment with organizational goals and funder requirements.

Budgeting

Ability to manage program budgets, monitor expenditures, and align financial planning with service delivery goals. Supervisors should understand basic financial principles and collaborate with finance teams to ensure responsible resource management.



CORE BEHAVIORS*

Supervisors/Managers



Accountability

Demonstrating ownership of decisions, actions, and outcomes—both personal and team-related. This includes setting clear expectations, following through on commitments, and addressing issues transparently and constructively.

Openness

Being receptive to new ideas, feedback, and diverse perspectives. Openness fosters innovation, encourages honest communication, and creates a safe space for staff to share concerns or propose improvements.

Trustworthiness

Consistently acting with integrity, honesty, and discretion. Trustworthiness builds credibility with staff, tenants/clients, and partners, and is essential for maintaining ethical standards and strong working relationships.

Supportive

Providing encouragement, resources, and emotional availability to staff. A supportive supervisor creates an environment where team members feel valued, heard, and encouraged to grow and succeed.

***Note: behaviors areas listed above are to be considered in addition to the behaviors outlined in the core behaviors section for the supportive housing workforce**

Humility

Recognizing one's limitations, being open to learning, and valuing the contributions of others. Humility allows supervisors to lead with empathy, admit mistakes, and model continuous improvement.

Fair

Treating all staff equitably and consistently, without favoritism or bias. Fairness involves applying policies uniformly, making transparent decisions, and ensuring that everyone has access to opportunities and support.

Reliable

Being dependable and consistent in actions, communication, and follow-through. Reliability builds trust within the team and ensures that staff and tenants/clients can count on leadership for guidance and stability.

CORE SKILLS*

Organizational Leadership



Management Agility to Respond to Continuous Change

The ability to lead effectively in dynamic environments by adapting strategies, structures, and processes in response to evolving needs, policies, and external conditions. This includes anticipating change, managing uncertainty, and guiding teams through transitions with clarity and confidence.

Community Engagement

Building and sustaining meaningful relationships with tenants/clients, local organizations, government agencies, and other partners.

Financial Acumen

Understanding and managing organizational finances, including budgeting, forecasting, financial reporting, and compliance. Leaders must be able to interpret financial data, make informed decisions, and ensure the responsible use of resources.

Program Administration

Overseeing the day-to-day operations of programs to ensure they run efficiently, meet regulatory requirements, and deliver high-quality services. This includes managing contracts, supervising staff, monitoring performance, and ensuring alignment with organizational standards.

Public Speaking

Effectively communicating the organization's mission, impact, and needs to diverse audiences, including funders, policymakers, media, and community members. Strong public speaking skills help leaders advocate for resources, build partnerships, and inspire support.

Strategic Planning

Setting long-term goals and defining the direction of the organization through data analysis, stakeholder input, and environmental scanning. Strategic planning involves aligning resources, identifying priorities, and creating actionable plans to achieve mission-driven outcomes.

***Note: these core skills are to be considered in addition to those skills outlined in the core skills for the supportive housing workforce and core skills listed for supervisors/managers**



BENEFICIAL SKILLS

Organizational Leadership



Technical Skills to Utilize Emerging Technology

The ability to understand, adopt, and integrate new technologies—such as data platforms, digital case management systems, and virtual collaboration tools—into organizational operations. Leaders must assess technological solutions for efficiency, scalability, and alignment with service goals, while supporting staff in their use.

Innovative Thinking

The capacity to generate and apply creative solutions to complex challenges in housing and service delivery. This includes fostering a culture of experimentation, identifying opportunities for improvement, and leveraging new ideas to enhance impact and sustainability.

Self-Management

Demonstrating discipline, emotional regulation, and time management to maintain focus, productivity, and resilience in high-pressure environments. Leaders must model balance and accountability, especially when navigating competing priorities and organizational demands.

Mentoring

Providing guidance, support, and development opportunities to emerging leaders and staff. Effective mentoring involves sharing knowledge, offering feedback, and fostering growth through authentic relationships that build confidence and capacity.

Leading Remote Staff

Managing and supporting geographically dispersed or hybrid teams through clear communication, and structured check-ins. Leaders must ensure remote staff feel connected, informed, and valued, while maintaining accountability and cohesion across locations.



CORE KNOWLEDGE*

Organizational Leadership



Knowledge of Finance and Risk

Understanding financial management principles, alongside the ability to identify, assess, and mitigate organizational risks. Leaders must ensure fiscal responsibility while safeguarding the organization against financial, legal, and operational vulnerabilities.

Commercial Awareness

Having insight into the external environment, such as market trends, funding landscapes, policy shifts, and community expectations, that influence organizational strategy and sustainability. This includes recognizing opportunities for growth, innovation, and strategic partnerships.

Succession Planning

Developing strategies to identify, prepare, and support future leaders within the organization. Succession planning ensures continuity, preserves institutional knowledge, and strengthens leadership pipelines through training and development.

Human Resources

Familiar with HR functions such as recruitment, onboarding, labor laws, and employee relations.

Organizational Development

Applying strategies to improve organizational effectiveness, and capacity. This includes change initiatives, leadership development, team building, and aligning structure and systems with strategic goals to foster a resilient and adaptive organization.

Monitoring and Evaluation

Establishing systems to track program performance, measure outcomes, and assess impact. Leaders use this knowledge to inform decision-making, improve service delivery, and demonstrate accountability to funders, partners, and the community.

Compliance

Ensuring adherence to legal, regulatory, and contractual obligations across all areas of operation. This includes housing regulations, labor laws, data privacy, and funder requirements. Leaders must create systems that promote compliance and reduce risk.

***Note: these core knowledge areas are to be considered in addition to those knowledge topics outlined in the core knowledge for the supportive housing workforce and core knowledge listed for supervisors/managers**



CORE BEHAVIORS/ACTIVITIES*

Organizational Leadership



Authenticity

Leading with honesty, integrity, and self-awareness. Authentic leaders are true to their values, transparent in their actions, and consistent in how they show up.

Collaborative Decision-Making

Engaging diverse voices in the decision-making process. This behavior values shared ownership, encourages dialogue, and strengthens buy-in from staff and community partners.

Vision

Articulating a clear, compelling direction for the organization that inspires others and aligns with long-term goals. Visionary leaders connect day-to-day work with broader impact, helping teams stay focused and motivated.

Proactive

Anticipating challenges and opportunities before they arise and taking initiative to address them. Proactive leaders are forward-thinking, solution-oriented, and ready to act decisively.

Curiosity

Curious leaders ask thoughtful questions, seek diverse perspectives, and remain open to innovation and growth.

***Note: these core behaviors are to be considered in addition to those behaviors outlined in the core behaviors for the supportive housing workforce and core behaviors listed for supervisors/managers**

Transparency

Communicating openly and honestly about decisions, challenges, and changes. Transparent leaders build trust by sharing information clearly and consistently, and by being accountable for their actions.

Consultative

Seeking input from staff, tenants/clients, and partners before making decisions, especially those that impact others. Consultative leaders value collaboration, listen actively, and incorporate feedback into planning and problem-solving.

Flexible

Adapting leadership style, strategies, and expectations in response to changing circumstances or team needs. Flexibility allows leaders to remain effective and supportive in uncertain or evolving environments.

Consistent

Demonstrating reliability and fairness in actions, communication, and decision-making. Consistent leaders create stability, reinforce expectations, and build a culture of trust and accountability.



BENEFICIAL BEHAVIORS

Organizational Leadership



Inspirational

Motivating others by embodying the organization's mission, celebrating achievements, and fostering a sense of purpose. Inspirational leaders uplift teams, recognize contributions, and energize people around shared goals.

Motivational

Encouraging staff to grow, take initiative, and overcome challenges. Motivational leaders provide positive reinforcement, set clear expectations, and create an environment where people feel empowered to succeed.

Trauma-Informed

Leading with an understanding of how trauma impacts individuals and organizations. Trauma-informed leaders promote safety, choice, and empowerment, and model practices that support staff well-being and resilience.



Framework Background

The **Supportive Housing Workforce Skills Framework** was developed to provide a comprehensive, research-informed foundation for understanding and strengthening the core skills required across the supportive housing field. This framework outlines core skills, behaviors, and knowledge areas that are critical for success in a wide range of roles, from frontline service providers to program managers and organizational leaders.

The development of this framework is grounded in extensive research. It draws on:

- **Survey data** collected from professionals across diverse roles within the supportive housing sector, capturing firsthand insights into the skills and knowledge that best contribute to quality housing and services.
- **Analysis of over 25,000 training record profiles**, including job titles and types of organizations to identify common job titles and roles.
- **Qualitative interviews** with persons working in the field to deepen understanding of role-specific competencies and emerging trends.
- **Review of job postings and employment platforms** to ensure alignment with current hiring practices and workforce needs.
- **Examination of qualification and training programs** related to social work, case management, housing services, and related disciplines, ensuring the framework reflects both academic and practical pathways into the field.

Together, these sources provide a robust evidence base that ensures the framework is both credible and reflective of real-world practice. It is intended to support the ongoing professionalization and effectiveness of the supportive housing workforce, ultimately contributing to better outcomes for individuals, families, and communities served.

Contact Us

For more information on training or consulting resources contact us at training@csh.org