Who is in the room?

LTAHS update Released in March 2016

People-centred, efficient housing programs

…..developing a modernized framework for social housing aligned with the government's focus on poverty reduction

A Vibrant Non-Profit and Co-operative Housing Sector

….housing sector to modernize and tap into its entrepreneurial spirit will help make it possible for the sector to operate in a more efficient and business-like manner, and maintain its social purpose.

The Project

- The purpose of this study is to understand the current and future competencies required in the Ontario non-profit housing sector

- The results will also help to develop and implement programs that will be beneficial to our members and contribute to the sustainability of the Ontario non-profit housing sector
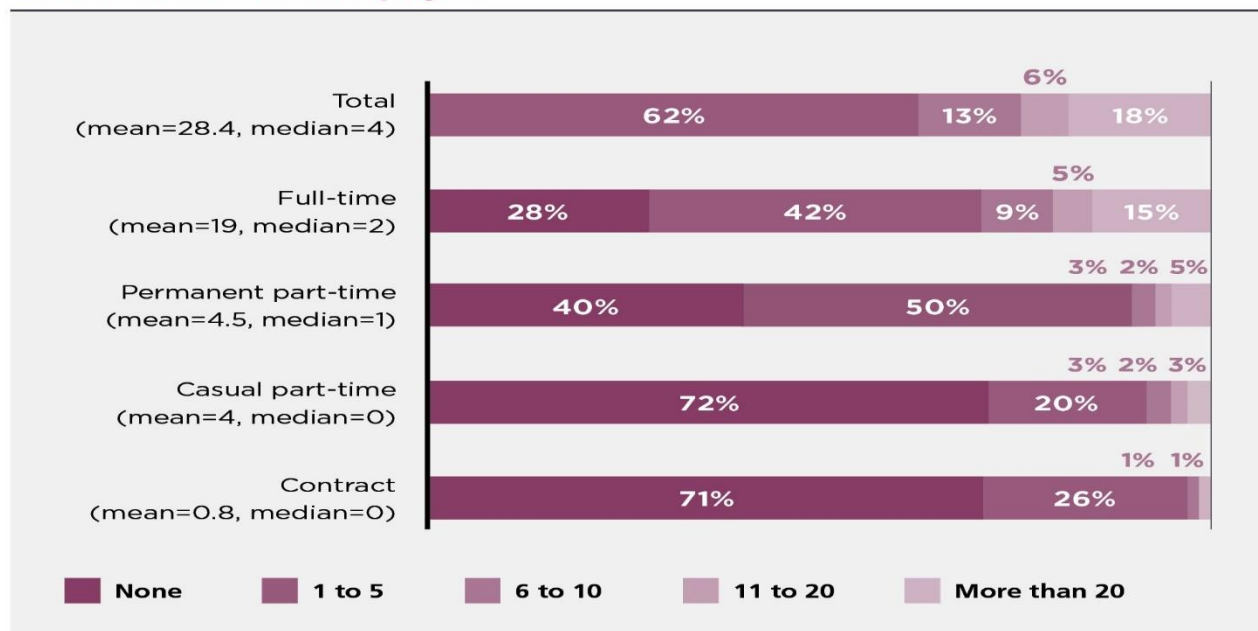
Objectives

- Illustrate the competencies identified as important to the current and future state of the sector

- Highlight potential for increased knowledge and skill development

- Envision the role for provincial and national associations in knowledge and skill development

- Complements ONPHA's other related research such as our [Sector Salary Survey](#)

Salary survey –related findings

- 293 organizations participated
- 1115 positions reported
- 2372 employees represented
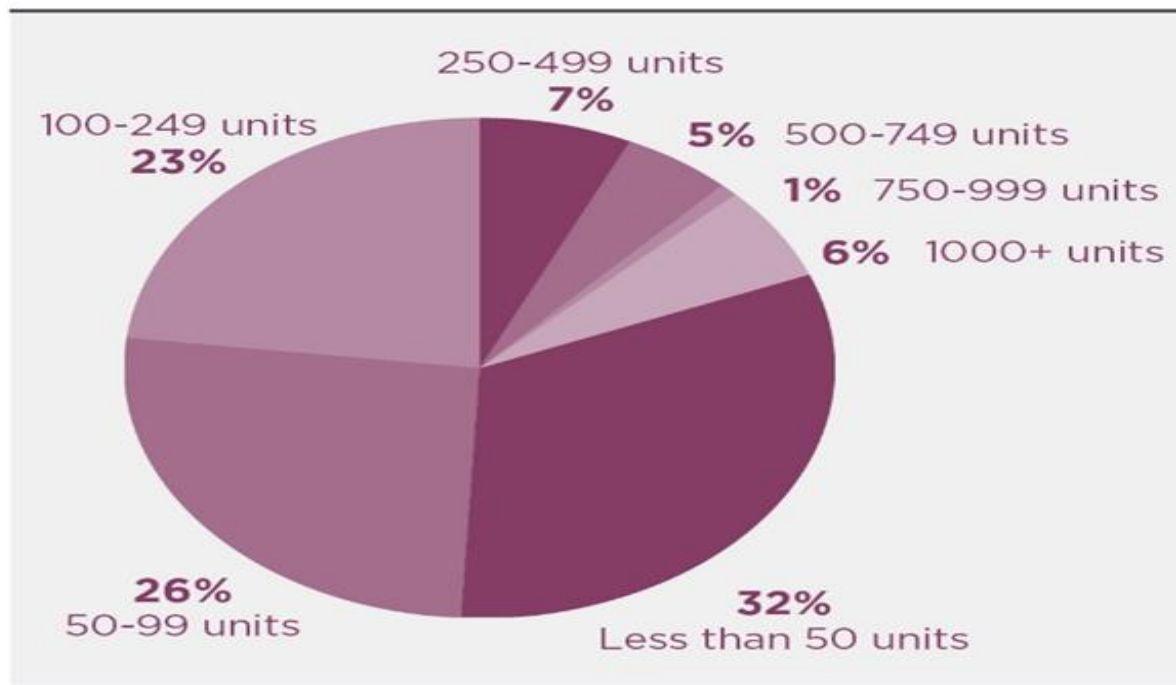
Exhibit 2-6: Number of employees

	None	1 to 5	6 to 10	11 to 20	More than 20
Total (mean=28.4, median=4)	62%		13%	6%	18%
Full-time (mean=19, median=2)	28%	42%	9%	5%	15%
Permanent part-time (mean=4.5, median=1)	40%	50%	3%	2%	5%
Casual part-time (mean=4, median=0)	72%	20%	3%	2%	3%
Contract (mean=0.8, median=0)	71%	26%	1%	1%	

Notes: Percentages may not sum to 100% due to rounding. N=287

Salary survey –related findings

Exhibit 2-5: Number of units

250-499 units
7%

5% 500-749 units

1% 750-999 units

6% 1000+ units

100-249 units
23%

26%
50-99 units

32%
Less than 50 units

Note: N=289

Definitions

Competencies = The knowledge, skills, abilities, value-orientation applied through principled actions and professional behaviour to ensure housing excellence for low and medium income tenants.

Core competencies = are those competencies which are common across the housing sector irrespective of regional or sub-sectoral differences (National Institute of Learning, 2003)

Theory

- **Adult education** -focused primarily on individual learning and development, has citizenship/emancipatory roots (Watkins & Marsick, 2014, p 45)

- **Human Resource Development** is *not purely* adult education—because it also serves organizational needs (Watkins & Marsick, 2014, p 45)

- **Critical Theory** requires free rational thinking individuals to …set out to "organize reality in a critical manner" (Hatcher & Bowles, 2014, p 9)

- **Competency modelling** has shown to be useful in the development of training and assessment centers, employee and career development initiatives, leadership development, and organizational change (Stevens, 2012, p 101)

Methodology

- **Mixed methods research** includes the mixing of qualitative and quantitative data, methods, methodologies, and/or paradigms in a research study

- **Literature review** is an account of what has been published on a topic by accredited scholars and researchers

- **Surveys**, which are the sampling of individual units from a population

- **Interviews** provide a deeper source of data which allows the identification of themes and concepts

- **Focus groups** allow a lot of data to be identified in one meeting

Poll

On your phones or tablets, visit:

www.menti.com

Code: 25 24 04

Exercise

What did we find?

Findings –the literature

We reviewed:

- academic literature

- sector reports on standards
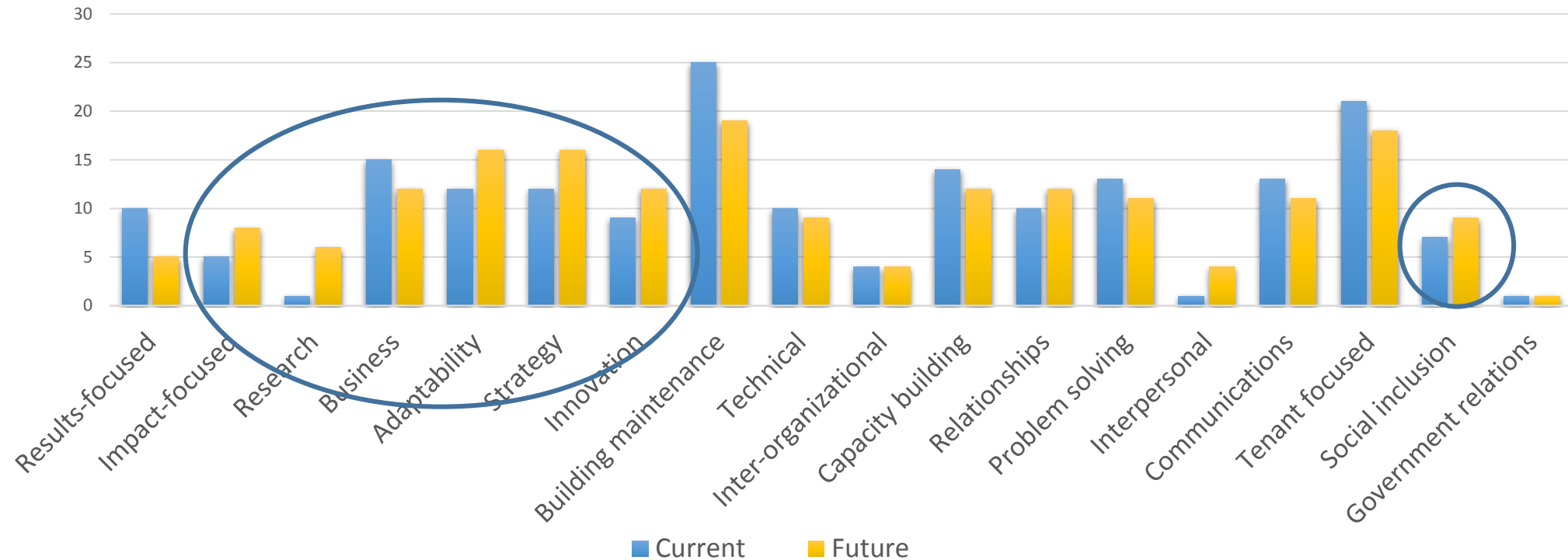
- sector competency frameworks

We found a range of competencies which we grouped as: Strategic, People-oriented, Capital asset related, **Personal effectiveness**, Sectoral, Impact focused, Problem-solving

Findings: Survey results

Competencies

38 members, 185 selected

Chart showing Current (blue) and Future (yellow) values across competencies:

Competency	Current	Future
Results-focused	10	5
Impact-focused	5	8
Research	1	6
Business	15	12
Adaptability	12	16
Strategy	12	16
Innovation	9	12
Building maintenance	25	19
Technical	10	9
Inter-organizational	4	4
Capacity building	14	12
Relationships	10	12
Problem solving	13	11
Interpersonal	1	4
Communications	13	11
Tenant focused	21	18
Social inclusion	7	9
Government relations	1	1

Legend: ■ Current ■ Future

Interview demographics – who took part

Focus group

- 5 women, 2 men
- 50—560 units
- 5 PNP, 2 MNP
- 5 small, 2 large communities

large	1 million +	
medium	300 000 -1 million	
small	< 300 000	

Community size:

One-on-one Interviews

- 7 women, 1 man
- 40-1400 units
- 7 PNP, 1 MNP
- 3 small, 2 medium & 3 large communities

General findings

Importance of 'values' was manifest in the interviews:

"We are a faith based organization, but not all of our staff are of the same faith. So, we see the values that we use as some of (the core pieces of our faith)... We use that as a way that we can implement service."

General findings

The limits of organizational boundaries and the roles within them are not fixed:

"In the model, you require a social worker, with legal and housing expertise. There's no way you can recruit for that level of skill in any individual. There's no university degree in the field we just talked about."

Findings –Competency 'clusters'

- Capital asset competencies
- Operational-Sectoral competencies
- People-oriented competencies

    Internal to organization

    External to organization

- Strategic competencies

Findings –Competency 'clusters'

Capital asset competencies:

- maintenance
- building systems
- safety
- technical

"You don't necessarily need to have all of that technical, detailed technical knowledge, in house."

"I need to know how the boiler and heating systems work. So, for me, training along those lines is very important."

"My opinion is that if those front line workers were trained better in all aspects of how to run a building, it would be better for the property."

"But in buildings…there is not much change. Unless you get a new building and new building automation systems and it's a greener building."

Findings – Competency 'clusters'

Operational-Sectoral competencies:

- legislation
- finance
- RGI
- sector knowledge

"You can't teach someone how, how to look at the world in a way that is compatible with how we approach our work."

"We have to be landlords which means that they have to understand that we are the most heavily legislated business in Ontario"

"Legislative experts. If you look at just the RGI legislation what we have to do to calculate rents is quite detailed."

Findings – Competency 'clusters'

People-oriented competencies:

Internal and/or external to organization

"There are those people skills… making connections with various organizations and community (organizations) where you can go for help with issues that tenants are having"

"It's about relationship building –all clients, contractors, tenants, staff. A high standard of service and again the quality of emotional intelligence."

Findings – Competency 'clusters'

People-oriented competencies:

Internal

"In respect to your residents …without them you're not in business so you should, you want to be respectful to them and try to create policies and standards that are workable for them and that they can achieve. Because they need to as well. Then need to feel like the part of the whole process here…"

Findings –Competency 'clusters'

People-oriented competencies:

External

"we're finding that it's a lot more important to network. We've been part of advisory groups, and hubs, and we've been finding it's more important now to understand what's out there. In small communities it's important to put a face to the name that you may see."

Findings –Competency 'clusters'

Strategic competencies:

- innovation
- **change management**
- governance
- social justice

"we also look for people to have a certain amount of resiliency and can be able to adapt to changing circumstances. Cause, certainly, in the almost 17 years I've been involved in housing circumstance ….you have to be able to adapt".

Findings –Competency 'clusters'

Strategic competencies:

- innovation
- change management
- governance
- social justice

"Innovation and some of the communication, collaboration and mentorship are going to be more important."

"Technology is changing rapidly; the internet of things is coming down the line and will likely shape the way buildings operate"

Findings –Competency 'clusters'

Strategic competencies:
- innovation
- change management
- **governance**
- social justice

"the other is that within the next 5 years, 90% of the non-profit housing staff will be leaving and retiring. Lots will be leaving in the next couple of years and this is happening already. …We had a board meeting where we talked about planning for this."

Findings –Competency 'clusters'

Strategic competencies:

- innovation
- change management
- governance
- **social justice**

"one of the most important things is a commitment or understanding of social justice and how work in the work that we do."

"we have values after our mission statement: Love, integrity, excellence, quality, compassion, good stewardship, relationships, fun"

Exercise

How does identifying and addressing desired organizational level competencies help resolve the issues?

Exercise

Identify the tools and resources that might be helpful.

Identify questions you have about competencies

Next Steps:

- Final draft publication
- Operationalizing competency framework in context of ONPHA – Education & Member Service offerings/ products
- Consider sector uses for the competency framework, participate in sector leadership in this area

References

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- McMullen, Kathryn, and Grant Schellenberg. 2003. "Skills and training in the non-profit Sector" (3): 68.

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- Stevens, G. (2012). A Critical review of the science and practice of competency modeling. *Human Resource Development Review.12(1)* 86-107.

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Feedback on session
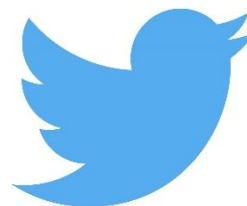
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1-800-297-6660
member.support@onpha.org

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