

## **Public Housing Authority Executive Management Managerial Skills and Abilities**

### **Ethics**

Understands that self, as executive or senior staff, sets the tone for professional ethical conduct for the organization. Establishes and supports an ethical organizational culture and environment.

Practices the highest standards of professional ethical behavior through both words and deeds.

Assures that an Ethics policy is in place and is practiced.

Assures that a Code of Conduct is in place and is practiced.

Assures that staff, new and seasoned, are oriented to and reminded periodically of the need to act in an ethical manner.

Practices transparency in all activities and requires all staff to conduct tasks and processes in a transparent manner.

Understands the need to take action on ethical breaches and is willing to do so.

Understands the implications of both direct conflicts of interest, and the appearance of conflicts of interest, and continually reminds staff and relevant policy body of the need for their diligence in such matters.

Adheres to, and assures that all staff adhere to, the ethics requirements of the Annual Contributions Contract and other legally binding agreements (for example grants).

### **Effective Decision Making**

Obtains sufficient information to make decisions effectively on a variety of issues and circumstances.

Identifies priorities and acts on them in a timely manner.

Delegates tasks and processes, appropriately, and holds self and staff accountable.

Informs the Board/Directors, HUD and other relevant stakeholders of circumstances and critical decisions, as appropriate.

### **Overall Resource Management**

Has the knowledge, skill, and ability to direct and manage agency resources, including human capital, physical assets, financial and program assets (Operating Subsidy, Voucher Administration Fees and funds from other programs).

Assures that there is an organizational structure in place so job functions, responsibilities, and the chain of command is clear so as to promote the organization's mission.

Understands the complexity and need to match staff skills and abilities to various operational functions and is willing to make changes if necessary and appropriate to maintain the organization's viability, performance, and growth.

## **Communications**

Communicates effectively with all internal and external stakeholders.

Provides clear written and oral communication. Solicits input from staff, Board/Directors, and stakeholders regarding situations and/or implications that may require change or improvement.

Listens actively to understand what others are saying.

Objectively identifies facts through research and interaction with staff and stakeholders.

Uses information gathered from all sources to develop clear communication that explains policy and/or actions.

## **Problem Solving -Critical Thinking:**

Deals objectively with and works through difficult, complex, and challenging issues.

Engages staff for input to identify problems and possible causal factors, and solutions to and challenges.

Analyzes data and interprets trends. Recognizes the need for clear policies and procedures that facilitate guiding staff in their work duties.

Assures policies and procedures are in compliance and meet current needs. Identifies potential problems, and takes objective, accountable actions towards their resolution.

Manages conflict situations effectively.

## **Leadership**

Advocates for Housing and Community Development Programs and is committed to the overall success and viability of the agency.

Presents a professional and realistic attitude to staff and stakeholders.

Values the organization's human resources and the beneficiaries who are served by the organization's programs.

Assists the Board/Directors, staff, and stakeholders in realizing the organization's vision and mission.

Encourages and uses strategic planning and thinking.

Demonstrates openness to other's ideas while maintaining responsibility for setting direction and goals.

Monitors progress toward stated goals and initiatives.

Recognizes that there may be external forces, which could impede implementation and/or progress of the organization's vision and/or mission, and is willing to work to address such influence(s).

Understands the complexities that may exist between the social versus business mission of the organization and is able to communicate such complexities to the Board/Directors and assist them in understanding the need for balance.

**Crisis Management:**

Is aware of the potential for emergency and crisis situations, such as elevator failure, loss of power, heat, extreme weather, health pandemics, security, and crime that may occur.

Develops planned processes to address organizational readiness for emergencies and crisis in an anticipatory manner.

Maintains a calm, professional attitude, and takes initiative to implement action in a time of crisis.

Assures that there is an effective planned process and approach for dealing with media and public relations in the face of crisis or emergency situations.

**General Personnel Management:**

Is aware of the need for staff professional development and is willing and able to implement appropriate training, coaching and mentoring.

Understands the value of strategic planning to accommodate succession planning and is willing to implement such planning, involving all stakeholders, including staff, Board/Directors, and others as appropriate.

**Legal****Fair Housing and Equal Opportunity:**

Is familiar with laws governing the organization's demeanor and administration, as required by civil rights laws and assures that staff is aware of and operates within the realm of such laws.

Is familiar with specifics (legal and regulatory) of Fair Housing laws as they pertain to management and administration of the organization's programs and activities and assures that the organization adheres to the law.

Is aware of and assures that the organization adheres to Equal Opportunity Laws, including basic employment law, guidelines and appropriate personnel policies, handbooks, hiring and selection, performance reviews, disciplinary actions, and compensation determination methods and benefits.

Is aware of and assures that the organization complies with the Americans with Disabilities Act, Section 504 (Disabled/Handicapped and Reasonable Accommodation), Violence Against Women Act, and Limited English Proficiency guidance, as they pertain to the agency's activities. Reads and comprehends laws, regulations, and guidance provided by federal, state and local entities, and develops and recommends policies to the Board/Directors.

Works with staff and community stakeholders to implement procedures that assure legal compliance, where necessary.

**Procurement:**

Is knowledgeable of funding sources and the requirements for the proper use of such funds, and uses HUD's Procurement Handbook as a guide. Has general knowledge and understanding of 24 CFR 85.36, HUD 2580, and OMB A-87.

## **Finance and Budgeting:**

Has general knowledge of budget development, monitoring, internal controls, and internal and external audits. Has general knowledge of the basics of Generally Accepted Accounting Principles (GAAP).

Assures transparency, by self and staff, when providing financial information to Board/Directors related to the organization's financial health, including financial issues, budgets, and audits. Assures those reports to the Board/Directors, both oral and written, are clear and understandable and provides follow up if needed.

Understands that the organization's policies, procedures, and actions influence budgets and financial viability, and articulates such to staff and the Board/Directors.

Manages the organization's fiscal viability and longevity and is aware of federal limitations, as well as opportunities, within state enabling legislation.

## **HUD Affordable/Assisted Housing Programs**

### **Typical Housing Program Activity:**

Knows and understands basic concepts of property management, including the Federal requirements of Public Housing, Low Income Housing Tax Credits, and other similar programs.

Knows and understands basic concepts of Tenant-based Rental Assistance, including the Federal requirements of the Housing Choice Voucher Program and other similar programs.

Knows and understands available mechanisms to fund assisted housing. Knows and understands basic concepts of effective Asset Management and tenant-based rental assistance administration.

Has a basic awareness of potential mechanisms to facilitate providing affordable/assisted housing to meet community needs, including but not limited to Demolition/Disposition, Mixed Finance, Tax Credits, New Market Tax Credits, HOME, and CDBG.

## **Organizational Systems and Process, and Quality Assurance:**

Understands the capacity of the organization's systems and processes to produce desired quantifiable outcomes with quality.

Identifies systemic and process shortfalls, and solicits input from staff to address and implement improvement actions.

Implements quality assurance and control policies and procedures to track and monitor performance, and to identify potential problems and deficiencies.

## **Executive - Commissioner Relations:**

Provides new Board/Directors with proper orientation related to the agency's responsibilities to HUD, and provides mentoring as to their roles and responsibilities as an individual

Board/Director member and collectively as a member of the agency's governing body.

Provides the Board/Directors with information to assist them in conducting their role and responsibility

**Supportive Services:**

Identifies and acknowledges residents' needs for supportive services, and is able to initiate, develop, and maintain community partnerships with stakeholders to provide these types of services, as available and appropriate.