



CHA

Community Housing Aotearoa

Ngā Wharerau o Aotearoa

CHA Tenancy Management Capability Framework

Position Description
Development Guide

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About this Guide

This guide introduces the purpose of a position description and provides guidance for the completion of a position description document.

What is a Position Description?

A position description (sometimes called a job description) is a document that clearly explains the main purpose, responsibilities, and requirements of a role within your organisation.

In Aotearoa New Zealand, it is a legal requirement for every employee to have a position description included in their employment agreement, describing the work they are expected to do: and it's a good idea to detail what you expect to see as a result of the work, so there's no confusion about "what good looks like".

The position description is the first encounter a potential staff member has with what would be expected of them and what the desired results are: it's the first step in setting performance expectations.



Photo by Surface

What are the Components of a Position Description?

A good position description typically includes the following components:

- Position title
- Organisation overview (including vision and values)
- Role details
 - where the role fits into the organisation
 - a description of the role
 - details of the role's level of authority or accountability
- The role's responsibilities, including the measures of success (or descriptions of 'what good looks like')
- Information about the experience, qualifications and characteristics needed by the person in the role

Why have a Position Description?

Performance conversations are much easier when there is a good quality position description: there can be no doubt that job expectations have been set, and form part of the employment relationship, and it provides clear wording to help both parties have a neutral and informed conversation about the expected performance. It's very tricky to have a conversation with a staff member who says "I didn't know I had to do that", or "I didn't know that's what that meant".

A clear and accurate position description helps to provide more certainty and predictability for the staff member: it helps them with their role clarity, which is an important part of feeling that they're making a difference and they have purposeful work: both of these are key indicators of employee engagement.



Photo by Yura Timoshenko

Recruitment and Selection

A position description helps to guide a recruitment and selection process by detailing what skills, attributes, and experience are required, so that the hiring manager can plan their recruitment and selection strategy to attract and assess the right kind of candidate.

Providing the position description to potential candidates as part of the recruitment advertising provides potential candidates with crucial information about what the employer is looking for, and what would be expected of them if they were appointed to the role. This can help to avoid a lot of misunderstanding, frustration, or disappointment on both sides when a new employee joins the organisation.



Photo by Walls.io

Writing the Position Description

How to write an Organisation Overview

The organisation overview should briefly introduce your organisation, what it does, and its vision. This section helps the reader understand the wider context of the role and what your organisation stands for. For example, you might write:

“Community Housing Aotearoa (CHA) is the peak body for New Zealand’s community housing sector. Our vision is: All New Zealanders well housed. CHA supports the growth and development of community housing across Aotearoa, promoting best practice and collaboration to ensure people have access to safe, affordable homes.”

Keep it short and in plain language, and avoid any jargon or acronyms.

Why include the organisation’s values?

Including your organisation’s values in the position description is important because values guide how staff behave, make decisions, and work together. Values also help to attract people who are the right fit for your team. When you state your values, you set expectations for *how* work is done—not just *what* is done. For example, values like “respect,” “integrity,” or “manaakitanga” show what matters most to your organisation and the way you work.

How to write the position purpose

The position purpose is a short statement (one or two sentences) that explains why the job exists—what is its main goal or reason for being. Ask yourself: “what is this role here to achieve?” and then try to capture that in one or two sentences. For example:

The Tenancy Manager is responsible for managing a portfolio of community housing tenancies, building strong relationships with tenants, and delivering all aspects of tenancy management. The role focuses on sustaining tenancies, supporting tenant wellbeing, and ensuring all activities comply with relevant legislation and organisational policies. The Tenancy Manager works collaboratively with tenants, whānau, and support services to promote safe, secure, and successful housing outcomes for people in our community.”

Keep it clear and focused on the main outcome or impact of the role.

Key accountabilities for the position

Key accountabilities are the main areas of responsibility for the role - the term ‘accountability’ means this is a performance expectation: the staff member must do it, they’re responsible for doing it well and for achieving the results required.

For each accountability, briefly list the main tasks and what successful completion looks like.

For example:

What you'll do to contribute

Assess tenants' housing needs and aspirations

Work with partner agencies to provide holistic support for tenants and their whānau

As a result, we will see

Tenants have a clear housing plan which is informed by their individual and whānau needs, circumstances, goals and aspirations

Tenant and whānau needs are addressed by appropriate agencies and ongoing support is in place when and where required

Aim for 5–7 key accountabilities that cover the main parts of the job. Use plain language and action verbs (e.g., "support," "liaise," "coordinate") so that they are easily observed and discussed.

Key Relationships for the Position

This section shows how the role connects with others to get the job done, and also sets an expectation that the staff member must establish and maintain these relationships.

List the key people and organisations this role works with, both inside and outside your organisation. This might include:

- Internal: Team leader, other housing staff, admin staff
- External: Tenants, whānau, landlords, government agencies, community groups, iwi/hapū, health and social service providers

Role Dimensions

Role dimensions describe the size and scope of the role. This helps a potential staff member get a sense of the size of the role, and how senior or complex it is. Dimensions generally include:

- Who the role reports to
- Any direct reports (if none, state "nil")
- Budget or financial authority (if any)
- Level of decision-making authority

Essential Requirements for the Position

List the minimum qualifications, skills, and experience needed to do the job. For example:

- New Zealand Certificate in Community Housing Tenancy Management, or commitment to work towards it
- Experience working in housing, social services, or similar field
- Good communication and relationship-building skills
- Ability to work cross-culturally, especially with Māori and Pasifika communities

Be clear about what is essential versus what is desirable.

Determining the level of Capability for the Role

A capability framework sets out the key skills, knowledge, and behaviours needed for success in a role. Behaviours are different from tasks to be completed in that they reflect how something should be done, rather than what should be done.

The CHA Tenancy Management Framework is intended to reflect the capabilities required for a number of tenancy-related roles, and it has behaviour descriptors to help illustrate what someone would see if someone was demonstrating those capabilities.

There are three levels of capability: foundational, intermediate, and advanced. In most cases, a role will align to one of those levels. The framework document provides these examples:

Level Name	Definition	Example Role
Foundational	Staff at the foundational level have the knowledge and experience required to carry out administrator or team support level requirements. They are generally not directly responsible for the provision of tenancy management or psychosocial support and may need support when taking on further responsibilities.	<ul style="list-style-type: none">• Tenancy Support Officer• Tenancy Administrator

Level Name	Definition	Example Role
Intermediate	Staff at the intermediate level have the knowledge and experience required to carry out a range of standard tenancy management tasks independently though may require support with more complex situations or non-standard tasks.	<ul style="list-style-type: none"> Tenancy Manager
Advanced	Staff at the advanced level have the knowledge and experience to carry out complex, specialist and non-standard tasks confidently and consistently. They can apply their expertise to a range of situations.	<ul style="list-style-type: none"> Senior Tenancy Manager Tenancy Team Leader (with tenant portfolio)

Depending on how the role is structured in your organisation, it may be that the ideal role-holder demonstrates most capabilities at one level, with two or three capabilities at a higher or lower level depending on their responsibilities. Decide which level is needed for this role by considering the complexity of the tasks and the amount of responsibility. For example, a frontline housing worker may need “foundation” level in tenancy management, while a team leader may need “advanced”.

In the capability section of the position description, set out what general overall capability level is required for the role. For example, *Demonstrates capabilities as per the intermediate level of the CHA Tenancy Management Framework*. If you have an exception to that, you can try adjusting the wording with something like “demonstrates capabilities as per the intermediate level of the CHA Tenancy Management Framework, with advanced capability in planning and prioritising and quality focus”.

Qualifications and Experience

When completing the experience and qualification section, it's best to specify what the role *actually* needs. Qualification and experience requirements can put off good candidates for the role because they think that their application will be immediately dismissed if they don't 'tick the boxes'.

Think carefully about whether someone without the same qualification could do the role if they had transferable skills or a similar qualification – if that's the case, then the qualification is likely to be *desirable* not *required*, and you may choose to say desirable and/or use the expression 'or sufficient experience in a relevant field'. Equally, consider the experience you're requiring: there are many people who have spent many years in a role yet are not highly capable, and vice versa. Consider what you require the experience for: is it because you associate it with skill? Judgment? Motivation? When you know what you are expecting of the experience level, see if there is another way to find that – through demonstration of capability or characteristics for example. Once again, consider wording the experience as 'desirable' or using the expression 'or demonstration of ...', where the ... is represented by what capability you are looking for.

Characteristics

Characteristics refers to the personal qualities and attributes of a person, and usually refers to their personality, their character, behaviour traits or nature. It's important to be inclusive here, and not too specific: you're not ordering a robot! You'll know that the role will be suited to someone who is gregarious or perhaps reserved, collaborative or perhaps works independently, honest, values-based and so on. Name these characteristics, and follow this with a brief explanation of what the term means to you.

Annotated Position Description Template



[Position Title]

Our Vision

[enter the organisation's vision]

Our Values

[Value]

- Value description

[Value]

- Value description

[Value]

- Value description

[Value]

- Value description

[Value]

- Value description

[Value]

- Value description

To learn more about [Organisation] visit [website]

Role Details

Group		Reports to	
Direct Reports		Location	
Delegated Financial Authority		Budget	

Detail about the Group or Team

Detail about the Role

What you'll do

What you'll do to contribute 18	As a result, we will see 19
[Accountability area]	
<ul style="list-style-type: none"> • [Task] 20 • [Task] • [Task] 	<ul style="list-style-type: none"> • [Expected result] • [Expected result] 21 • [Expected result]
[Accountability area]	
<ul style="list-style-type: none"> • [Task] • [Task] • [Task] 	<ul style="list-style-type: none"> • [Expected result] • [Expected result] • [Expected result]
[Accountability area]	
<ul style="list-style-type: none"> • [Task] • [Task] • [Task] 	<ul style="list-style-type: none"> • [Expected result] • [Expected result] • [Expected result]
[Accountability area]	
<ul style="list-style-type: none"> • [Task] • [Task] • [Task] 	<ul style="list-style-type: none"> • [Expected result] • [Expected result] • [Expected result]
[Accountability area]	
<ul style="list-style-type: none"> • [Task] • [Task] • [Task] 	<ul style="list-style-type: none"> • [Expected result] • [Expected result] • [Expected result]
[Accountability area]	
<ul style="list-style-type: none"> • [Task] • [Task] • [Task] 	<ul style="list-style-type: none"> • [Expected result] • [Expected result] • [Expected result]

Capability and Experience

22

Capability:

Demonstrates capabilities as per the [foundation/intermediate/advanced] level of the CHA Tenancy Management Framework

23

Experience:

24

- [Describe experience required]
- [Describe experience required]
- [Describe experience required]

25

Characteristics

27

28

29

- [Characteristic name]: [sentence defining what the characteristic means]
- [Characteristic name]: [sentence defining what the characteristic means]
- [Characteristic name]: [sentence defining what the characteristic means]

Number	Name	Explanation
1	Logo	Put your organisation's logo here so the PD is clearly associated with your organisation
2	Position Description	Add the name of the position e.g. Tenancy Manager, Kaiawhina next to this text. It's a good idea to add a hyphen to separate the two e.g. Position Description – Tenancy Manager
3	Position title	Replace this text with the name of the position e.g. Tenancy Manager, Kaiawhina
4	Vision statement	Enter your organisation's vision statement e.g. Our vision is simply to provide affordable and safe homes and support sustainable communities with excellent services to tenants and customers.
5	Value	List the name of one of your organisation's values e.g. respect, fairness, tika, pono, whānau and so on. Repeat for all values.
6	Value description	Under each value, enter the key behaviours, descriptors, or definition statement that goes with each of the values.
7	Organisation website	This is the URL (web address) for your organisation's website. If you don't have one, use a social media link or a listing on a community directory, or similar.
8	Role details	This section is where the dimensions of the role are detailed: where the role fits into the organisation, what authority level it has, and so on.
9	Group	This is the name of the business group, department or directorate that the role sits within. If your organisation doesn't have this structure, delete this section.
10	Reports to	Enter the position title of the line manager for this role – not the name of the person in the role, as this could change at any time making the position description out of date. It also protects that person's privacy from anyone looking at the position description as part of a job advertisement or similar.

11	Direct reports	Enter the number of the direct reports that the role has: this is the number of people whose performance the role is accountable for (the number of people it “manages”). Put ‘0’ if there are none: it’s best to be clear upfront that the role isn’t a leadership one.
12	Location	This is the geographic area where the role is based: try to use the name of a town, city, or area rather than the address of an office as that could change over time, and because you want to be clear that the role-holder could be asked to work from any location in the area. This provides clarity about what could be expected of the person in terms of getting themselves to work.
13	Delegated financial authority	Enter the delegation level or authorisation limit of the role. If the role may not make financial decisions or commitments, make this clear by writing “none”. Again, this helps with the clarity about what the role-holder will be able to do, or not do.
14	Budget	If the role will be responsible for a budget, enter the name of the budget here. For example, Tenancy Operations or Facilities Management. If no budget responsibilities will be assigned, say this.
15	Group or team detail	In this section, write two or three sentences about the group or the team that the role is part of, to show where the role fits in the overall structure of the organisation and what the purpose and outcomes of that part of the organisation are.
16	Role detail	Write a brief overview of the role’s responsibilities and accountabilities and how it fits into the team, group, or organisation.
17	What you’ll do	This section is about the responsibilities and accountabilities of the role – it’s where the employer very clearly states what the person in the role should be doing, and what their performance requirements are.
18	What you’ll do to contribute	In this column, list each accountability that the role has: using each as a subheading. An accountability is a group of related tasks. Examples include ‘tenancy management’, ‘property maintenance’, ‘sustaining tenancy support’, or ‘team leadership’.

19	As a result we will see	This column is for recording what your performance expectation is for each group of tasks. Use verbs in your description: this makes it easier for anyone to observe, describe, and discuss what the actual performance is compared with the desired performance. Do your best to stay away from vague verbs like 'do', and 'perform', when 'complete', 'conduct', or 'undertake' give a stronger sense of action.
20	Tasks	The tasks sit within the accountability area. Try to find a balance between being too general, like "tenancy management" and too specific, like "conduct ingoing tenancy inspections, tenancy inspections, outgoing tenancy inspections etc": that's not to say that tenancy inspections aren't important, but the document will be very long if you list everything, and it's better to stick to the accountability area such as "conduct regular tenancy inspections in accordance with organisational policies and processes"
21	Expected results	This is where you describe the desired level of performance – "what good looks like". You can use several bulleted points to define this: it's important to be clear about what you're looking for.
22	Capability and experience	This section is about the person that you'd like to have in the role.
23	Capability statement	Here is where you'll describe what level of capability the role-holder should have: use the capability levels in the CHA Tenancy Management Capability Framework to assist.
24	Experience	This section is about the desired or required previous work experience of the role-holder.
25	Experience description	This section is where you'll describe what type of experience you would like the role-holder to have.
26	Page numbers	It's a good idea to put page numbers on your document so there's no misunderstanding about how long the document is and how much detail it contains.
27	Characteristics	This section is about the personal qualities and attributes that you'd like the role-holder to have

28	Characteristic name	This is where you write the name of a characteristic such as 'collaborative', 'innovative', 'honest', 'engaging' and so on.
29	Characteristic description	Next to each characteristic, write a sentence that defines the characteristic.

Position Description Template



[Position Title]

Our Vision

[enter the organisation's vision]

Our Values

[Value]

- Value description

[Value]

- Value description

[Value]

- Value description

[Value]

- Value description

To learn more about [Organisation] visit [website]

Role Details

Group		Reports to	
Direct Reports		Location	
Delegated Financial Authority		Budget	

Detail about the **Group or Team**

Detail about the **Role**



What you'll do

What you'll do to contribute	As a result, we will see
[Accountability area]	
• [Task]	• [Expected result]
• [Task]	• [Expected result]
• [Task]	• [Expected result]
[Accountability area]	
• [Task]	• [Expected result]
• [Task]	• [Expected result]
• [Task]	• [Expected result]
[Accountability area]	
• [Task]	• [Expected result]
• [Task]	• [Expected result]
• [Task]	• [Expected result]
[Accountability area]	
• [Task]	• [Expected result]
• [Task]	• [Expected result]
• [Task]	• [Expected result]

Capability and Experience

Capability:

Demonstrates capabilities as per the [foundation/intermediate/advanced] level of the CHA Tenancy Management Framework

Experience:

- [Describe experience required]
- [Describe experience required]
- [Describe experience required]

Characteristics

- [Characteristic name]: [sentence defining what the characteristic means]
- [Characteristic name]: [sentence defining what the characteristic means]
- [Characteristic name]: [sentence defining what the characteristic means]

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