

## Integrity

A housing professional has a clear understanding of their values and acts in accordance with them – they will do the right thing, for the right reasons, based on the best evidence and without partiality.



## Integrity

As a housing professional who acts with integrity, you will:						
Standards	Recognise and take responsibility for your actions and mistakes and contribute to putting things right	Visibly and consistently be a role-model for professional principles and values	Challenge behaviours and attitudes that are inconsistent with your professional values	Demonstrate transparency and honesty in your decision-making and communication	Acknowledge your own emotional and professional limits and ask for support or help when necessary	Strive to treat everyone fairly, promptly, effectively and sensitively
Descriptor	Responsibility	Role model	Challenge behaviour	Honesty	Know your limits	Attitude
Practical application	<p><b>In practice, this means:</b></p> <ul style="list-style-type: none"> <li>• Delivering on your commitments within agreed/ appropriate timeframes</li> <li>• Acting in a way that does not compromise your personal or professional values</li> <li>• Showing professional respect for others in all circumstances</li> <li>• Building and extending trust with tenants and residents</li> <li>• Working out the most effective way to raise concerns if you are worried about others' professional behaviour</li> <li>• Providing information and advice based on evidence and accurately presenting the options and facts</li> <li>• Exercising professional judgment and acting with discretion and autonomy</li> <li>• Recognising conflicts of interest and take action to reduce and/or remove the presence of such actions where feasible</li> <li>• Recognising the impact that failure to deliver will have on service users</li> <li>• Looking critically at your mistakes and working to ensure they are not repeated</li> <li>• Understanding and acting in the best interest of your tenants, colleagues and partners</li> <li>• Being open, honest and transparent in your dealing with tenants, colleagues and partners</li> </ul>			<p><b>Self-reflection</b></p> <ul style="list-style-type: none"> <li>• Am I clear on what my values are both personally and professionally?</li> <li>• Would be happy if my actions were made public in the press or on social media?</li> <li>• Is my behaviour in the workplace is respected by my colleagues?</li> <li>• Do I ever gossip about my colleagues?</li> <li>• Do people trust my professional judgement?</li> <li>• Do I own up to my mistakes and learn from them?</li> <li>• Do I do what I say I am going to do?</li> <li>• If I can't meet a commitment, do I take corrective action?</li> <li>• Do I always understand and act in the best interest of tenants/customers/partners?</li> <li>• Do I provide information and advice based on evidence and facts?</li> </ul>		

## Inclusive

A housing professional acts transparently and fairly; builds good relationships; and works collaboratively with partners, customers and communities to achieve better outcomes.



## Inclusive

As an inclusive housing professional, you will:						
Standards	Address your own behaviours and assumptions (unconscious bias) in how you work	Recognise, value and draw on a wide range of perspectives to ensure that you deliver the best service	Demonstrate sensitivity to the customs, cultures and beliefs of others	Build collaborative relationships across organisation boundaries, cultures and other disciplines	Have a zero-tolerance approach towards inappropriate, offensive or discriminatory behaviour	Promote diversity of views and experiences, ensuring you understand variations and listen to all relevant voices
Descriptor	Unconscious bias	Perspective	Inclusive	Collaboration	Challenge	Holistic
Practical application	<p><b>In practice, this means:</b></p> <ul style="list-style-type: none"> <li>Understanding and valuing the diversity of your tenants, customers, clients and stakeholders and making sure the delivery of services meets their requirements</li> <li>Understanding and valuing the diversity of colleagues within your own organisation</li> <li>Recognising the causes and sources of discrimination and unequal treatment;</li> <li>Being impartial in your treatment of others</li> <li>Challenging inappropriate, offensive or discriminatory behaviour</li> <li>Taking the time to understand the context of the situation and the needs of those involved</li> <li>Selecting the right communication channels to meet the needs of a diverse audience</li> <li>Recognising the challenges and influences that drive and affect the behaviour of others</li> <li>Understanding the multiple and intersecting oppressions and disadvantages that impact people, families and communities.</li> <li>Seeking to adopt an open mind and continually challenging personal assumptions held to promote and maximise benefits of diverse groups</li> </ul>			<p><b>Self-reflection</b></p> <ul style="list-style-type: none"> <li>Can I see things from another person's perspective/ step into their shoes?</li> <li>Do my personal preferences or views influence my behaviour or decisions?</li> <li>Do I create unnecessary obstacles by not considering circumstances or needs?</li> <li>Am I confident that that I don't have any unconscious biases? How would I know if I do?</li> <li>Am I comfortable asking what may be perceived as awkward or difficult questions in the interest of inclusion?</li> <li>How would I ensure that I did this with sensitivity to the person/situation?</li> <li>Do I know what unacceptable behaviour looks like in practice?</li> <li>Am I comfortable to challenge inappropriate, offensive, or discriminatory behaviour?</li> <li>Do I have access to equality, diversity and inclusion training?</li> </ul>		

## Ethical

A housing professional acts fairly and makes choices and decisions by applying principles and values consistently. They understand the impact that poor decisions can have both on people's lives and the reputation of their organisation and they challenge unethical practice in a fair and considered way.



## Ethical

As an ethical housing professional, you will:					
Standards	Understand what ethical working practice means in the context of both your role and your organisation	Make responsible decisions by considering different ethical perspectives and finding the best possible way forward	Challenge decisions and actions which are not consistent with the ethical framework of your professional body and/or organisation	Be a role model and promote ethical leadership and professional principles and values across your organisation and the wider housing profession	Ensure that your private, personal, political and financial interests do not conflict with your professional duties
Descriptor	Ethical working	Ethical perspectives	Ethical framework	Role model	Conflict of interest
Practical application	<p><b>In practice, this means:</b></p> <ul style="list-style-type: none"> <li>• Understanding and applying CIH's codes of ethics and practice and understanding what this means in practice for you and your role</li> <li>• Understanding and upholding the values of your organisation</li> <li>• Adopting a tenure neutral perspective, challenging negative stereotypes and promoting positive role models</li> <li>• Seeing beyond the rules to do what is right</li> </ul>			<p><b>Self-reflection</b></p> <ul style="list-style-type: none"> <li>• Can I clearly identify what an ethical dilemma might be in the context of my role? In the context of the wider organisation?</li> <li>• Do I use the CIH ethical framework when faced with an ethical dilemma?</li> <li>• Am I prepared to raise concerns when I feel practices, policies or activities are inconsistent with the values and practices of my organisation?</li> <li>• Do I understand what a conflict of interest would be in my role or organisation? Who would I talk to if I felt a conflict of interest had arisen?</li> <li>• Do my personal preferences or views influence my behaviour or decisions?</li> <li>• Do I challenge false assumptions made about people who live in rented housing (both inside and outside of work)?</li> <li>• Do I know and uphold the values of my organisation?</li> </ul>	

## Knowledgeable

A housing professional has relevant and up-to-date practical and specialist knowledge as required by their job role, understands the bigger picture and has a passion for continuous learning.



## Knowledgeable

As a knowledgeable housing professional, you will:						
Standards	Understand the breadth and depth of knowledge and skills you need to do your job	Understand the bigger picture to set your role in context	Keep up to date, stay aware of current issues, trends and changes in best practice	Demonstrate awareness of your own strengths, areas for development and the limits of your ability and expertise	Assess and commit to your continuing professional development and reflective learning	Share your knowledge, skills and expertise freely with others
Descriptor	Breadth and depth	Contextual understanding	Currency	Self-aware	Reflection	Sharing
	<p><b>In practice, this means:</b></p> <ul style="list-style-type: none"> <li>• Being clear on the general and specialist knowledge and skills that you need to do your job - this includes the relevant regulation, legislation, and practice</li> <li>• Understanding the role, purpose and function of your organisation</li> <li>• Acting within the scope of your knowledge and skills and your role</li> <li>• Understanding your personal limitations (e.g., when to seek advice from others).</li> <li>• Not acting beyond the limits of your competence</li> <li>• Continually assessing the breadth and depth of knowledge required to do your job</li> <li>• Having a structured plan to enable you to stay up to date and address knowledge and skills gaps</li> <li>• Developing contacts and networks through facilitated events, online networks, social media avenues</li> <li>• Taking responsibility for your development and not waiting for others to direct you</li> <li>• Sharing your knowledge with others to create a learning environment among your colleagues</li> <li>• Continuing your professional development to build, maintain and learn new skills and knowledge</li> <li>• Recognising how your role connects with the bigger picture</li> <li>• Using knowledge, research and data to make evidence-based decisions</li> <li>• Being clear about the skills required beyond technical knowledge</li> <li>• Sharing good practice</li> </ul>			<p><b>Self-reflection</b></p> <ul style="list-style-type: none"> <li>• Do I stay up to date with the latest policy and practice developments in housing?</li> <li>• Do I regularly review my own development and progress, how am I doing, what do I need to do more of?</li> <li>• Am I clear about the knowledge I need to effectively do my job?</li> <li>• Am I aware of all my legal and professional obligations?</li> <li>• Am I clear about personal limitations (e.g. when to seek advice from others)?</li> <li>• Do I share my knowledge with others to create a learning environment among my colleagues?</li> <li>• Do I use my knowledge, research and data to make evidence-based decisions?</li> </ul>		

## Skilled

A housing professional equips themselves with the relevant skills to deliver effective services to tenants, customers, colleagues, and partners.

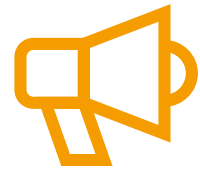


## Skilled

As a skilled housing professional, you will:						
Standards	Pioneer and champion excellent customer service	Understand what factors affect resilience in yourself and others	Create change and actively support others to embrace and take the opportunities that change presents	Making the best use of technology where this enhance the quality and effectiveness of services provided	Be able to influence and negotiate to achieve positive outcomes	Solve problems, be flexible, adaptable and respond to situations creatively, in the moment
Descriptor	Customer service	Resilience	Change	Technology	Influence	Problem-solving
<b>Practical application</b>	<p><b>In practice, this means:</b></p> <ul style="list-style-type: none"> <li>Using customer insight intelligence to shape your actions and prepare for future challenges</li> <li>Understanding what challenges or triggers your ability to be resilient and to ensure you are supported</li> <li>Scanning the horizon to predict future challenges and preparing effectively</li> <li>Responding according to the situation (situational decision-making)</li> <li>Taking pre-emptive action and proactively problem solving</li> <li>Finding solutions, even if they lie outside of 'normal' activity</li> <li>Making a positive contribution to team culture</li> <li>Recognising the need to balance commercial awareness with social purpose</li> <li>Developing effective listening and communication skills, and an ability to demonstrate empathy in respect of the circumstances of others</li> <li>Being adept and influential in virtual communication</li> <li>Being digitally savvy and skilled in multi-platform and communication tools</li> </ul>			<p><b>Self-reflection</b></p> <ul style="list-style-type: none"> <li>Do I stay up to date with developments in my profession?</li> <li>Do I regularly review the skills I need and plan how to address the gaps I identify?</li> <li>Do I take advantage of networks to support my development?</li> <li>Do I actively listen and really hear what people are saying?</li> <li>Do I understand what challenges or triggers impact on my ability to be resilient?</li> <li>Do I make a positive contribution to team culture?</li> <li>Do I embrace current and future technologies and digital working?</li> <li>Do I adapt to change well?</li> <li>Do I respond quickly according to the situation (situational decision-making)?</li> </ul>		

## Advocate

A housing professional acts as an ambassador for the wider housing sector and an advocate for the housing profession.



## Advocate

As an advocate for the housing profession, you will:				
Standards	Enhance the reputation of the housing profession	Understand the impact of your language, behaviour, and conduct on the broader image of rented housing, negative stereotyping and stigma	Generate a sense of public pride in the importance and value of rented housing as a positive housing choice	Act as an ambassador for the wider profession by maximising the positive impact you make on individuals and communities
Descriptor	Reputation	Stigma	Public pride	Ambassador
Practical application	<p><b>In practice, this means:</b></p> <ul style="list-style-type: none"> <li>• Speaking up when faced with attitudes and behaviour that stereotype and stigmatise rented housing and people who live in rented housing</li> <li>• Contributing to the profession, sharing experience, and supporting innovation</li> <li>• Getting involved with CIH networks, influencing, public affairs and policy work</li> <li>• Creating sense of loyalty and cohesion among fellow housing professionals</li> <li>• Challenging the behaviours of colleagues and organisations that undermine the reputation of the profession</li> <li>• Challenging organisational practices that contribute to tenants' experience of stigma</li> <li>• Championing the role that good quality, affordable homes play in the wider socio-economic context</li> <li>• Building a network of relationships with current and future influencers and stakeholders</li> <li>• Encouraging and welcoming others into the profession</li> <li>• Creating and contributing to a sense of community</li> </ul>		<p><b>Self-reflection</b></p> <ul style="list-style-type: none"> <li>• Am I a publicly positive representative of my organisation and the wider profession?</li> <li>• How do I contribute to the profession, sharing experience, and supporting innovation?</li> <li>• How would I describe the profession to somebody from outside?</li> <li>• Do I call out unprofessional behaviour in my colleagues?</li> <li>• How do I support others to be advocates for the housing profession?</li> <li>• How do I respond when I hear criticism by others about the sector?</li> <li>• Do I ever use inappropriate language or behaviour which might undermine the aims and objectives of the sector or my organisation?</li> </ul>	

## Leadership

Housing professionals at all levels should demonstrate leadership, be forward thinking and create opportunities. They find solutions to improve outcomes for their organisation, tenants and communities and demonstrate their ability to adapt to the latest ideas, situations, and change.



## Leadership

Housing professionals who demonstrate leadership will:						
Standards	Drive positive outcomes for people, organisations and communities	Pursue opportunities to test insight, develop new approaches and innovate	Take a broader external view, forecast trends and issues, have a future focus	Be self-aware and critically reflective and a have a desire to keep learning	Work effectively with others inside and outside your organisation	Take responsibility for your mistakes, learn from them and demonstrate ownership for the actions to put things right
Descriptor	Achievement	Innovation	Vision	Authenticity	Collaboration	Ownership
Practical application	<p><b>In practice, this means:</b></p> <ul style="list-style-type: none"> <li>Reflecting on the outcomes of your decisions and learning from them to improve your skills in the future</li> <li>Reflecting on experiences, seeking feedback and actively applying lessons learnt</li> <li>Giving and receiving feedback constructively in a co-operative manner</li> <li>Not being precious about rank or job boundaries, but being prepared to take responsibility and get things done</li> <li>Having a 'can do' improvement-focused attitude</li> <li>Having a strong virtual presence</li> <li>Driving leadership in the new virtual working environment</li> <li>Being able to identify practices that are no longer relevant</li> <li>Understand your own and team well-being needs</li> <li>Being able to unlearn and re-learn at pace to succeed in a continually evolving operating environment</li> </ul>			<p><b>Self-reflection</b></p> <ul style="list-style-type: none"> <li>Do I give feedback constructively in a co-operative manner?</li> <li>Do I receive constructive feedback well?</li> <li>Have I changed how I work because of feedback I have received?</li> <li>What kind of leader am I? Where have I made a change/impact? Where could I suggest improvement?</li> <li>How can I further develop my leadership skills?</li> <li>Who are my leadership role models? How can I learn from them?</li> <li>Am I confident in being a critical friend and am able to raise issues and concerns?</li> <li>How do I react when things don't go to plan?</li> <li>How do I support my colleagues to be leaders in their roles?</li> <li>Am I prepared to champion new ways of working</li> <li>Am I prepared to take responsibility and get things done?</li> </ul>		