



## Sample Services Staff Roles in Supportive Housing

There is a myriad of different staffing patterns used in supportive housing programs across the country. The staff required will depend on the size of the residence, the populations served and the goals of the program. Most residences use a direct service staff/tenant ratio of between 1:10 and 1:25. (This ratio is for supportive service staff only and does not include facility or property management staff.) The following list of positions includes common staff titles and roles found within supportive housing programs.

- **Program Directors/Supervisors** — oversee program development, implementation, coordination and evaluation; provide regular supervision to direct service staff; orient new staff to program mission, goals, policies and procedures; coordinate site coverage; ensure that the development and implementation of service plans are consistent with program goals and of maximum benefit to tenants; monitor and evaluate staff performance; coordinate social services with building management services; develop and modify policies and procedures; identify problems related to resources and personnel management; oversee production of internal and external reports; oversee compliance with funders.
- **Case Managers / Service Coordinators** — provide direct services to tenants; develop and implement individual service plans; assist tenants in achieving goals; facilitate groups and activities; teach and/or assist tenants in developing ADL, communication and self-advocacy skills; facilitate the development of tenant council and other community building activities; make referrals to community-based services; assist in accessing and maintaining entitlements/benefits; advocate for needed services; and assist tenants in meeting the obligations of tenancy.
- **Substance Abuse / Mental Illness Chemical Abuse (MICA) Specialists** — may not be assigned their own case load but instead may run groups related to substance use and work directly with tenants who have issues with use; oversee recovery readiness services; provide relapse prevention and recovery planning services; provide individual counseling; facilitate methadone maintenance services; educate staff and tenants about approaches to managing substance use, such as stages of change and harm reduction; organize sober recreational activities.
- **Residential Aides** — assist Case Managers in carrying out their responsibilities; provide support and direct assistance to tenants; assist/train tenants in the skills of daily living; escort to appointments.
- **Recreation Specialists** — run groups and arrange for various activities on- and off-site, including music, art, or exercise classes; may work individually with tenants needing assistance socializing or reducing isolation; plan events and celebrations; identify recreational opportunities in the neighborhood and surrounding community.

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Note: This document is included within the *Supportive Services* section of CSH's *Toolkit for Developing and Operating Supportive Housing*, which is available at [www.csh.org/toolkit2](http://www.csh.org/toolkit2). This document has been adapted from the HUD-funded curriculum *Developing the Supportive Services Program*, which is available at [www.csh.org/training](http://www.csh.org/training).

- **Activities of Daily Living (ADL) Specialists** — assist and teach tenants basic living skills, such as budgeting, cooking, personal hygiene and self-care, housekeeping activities, use of public transportation, and other community services.
- **Peer Counselors** — typically staff who have had life experiences similar to the tenants of the supportive housing program (e.g., homelessness, mental illness, substance use, HIV); provide support and direct assistance; teach advocacy skills; apply principles of self-help programs.
- **Vocational Counselors** — also called Career Counselors or Employment Specialists, these staff conduct vocational/educational assessments and assist tenants in developing career plans; work with Case Managers to integrate vocational plans into general service plans; identify obstacles to maintaining employment and provide ongoing assistance in minimizing the negative impact of these obstacles to success.
- **Job Developers** — establish relationships with businesses in the community to help secure jobs for program participants; Job Developers may also serve as liaisons between the residence and the job site and address problems and issues that come up regarding specific placements.

Note: CSH's *Toolkit for Developing and Operating Supportive Housing* includes additional information regarding service planning issues under both *Designing the Services Plan* and *Preparing for Tenants' Services Needs* in the *Supportive Services* section of the *Toolkit*, available at [www.csh.org/toolkit2services](http://www.csh.org/toolkit2services).