

Supervisory Practice & Operations in Age-Restricted Housing

Supervisory Skills & Property Operations Certificate for Age-Restricted Housing Communities

A competency-based certificate for newly promoted and emerging supervisors in age-restricted and senior supportive housing, where residents are independent tenants and the team coordinates services rather than delivering care.

WORKFORCE DEVELOPMENT TRAINING | AGE-RESTRICTED & SENIOR SUPPORTIVE HOUSING

1. Course Summary

Age-restricted and senior supportive housing communities house hundreds of thousands of older adults who live independently as tenants, many under HUD Section 202 or similar affordable housing programs. Residents are aging in place, often with undiagnosed cognitive change, chronic health conditions, or isolation, and there is no clinical team on site. The property team is the front line, and it is rarely trained for that role. Investing in these team members protects residents, properties, and the housing that families depend on.

Supervisory Practice & Operations in Age-Restricted Housing is a 20-hour, competency-based certificate program from An Embrace of Learning, a workforce training provider focused on senior living, memory care, and senior housing professionals. The program gives full-time, permanent incumbent workers who have been promoted, or are on track for promotion, into a first supervisory role on an age-restricted or supportive housing property the operational and people skills to run an effective team, protect resident safety and dignity, and reduce early turnover, applied to a setting where residents are independent tenants with federal housing rights and the team coordinates services rather than delivering clinical care. The program supports Incumbent Worker Training (IWT) goals by retaining experienced property team members, upgrading their skills at the point of promotion, and reducing turnover in key supervisory roles through job-specific training tied to documented workforce performance needs.

This program is classified as non-core, incumbent worker upskilling. It is not part of routine new hire orientation, compliance training, or required in-service education, and it is not tied to a mandatory certification. It is an investment in skill advancement and organizational competitiveness.

20

TOTAL HOURS

26

MODULES

4

LEARNING PHASES

2. Target Participants: Incumbent Workers

Full-time, permanent employees at least six months into a property role, nominated for or recently promoted into a first supervisory position. Built for team members across the property:

- Leasing Agent or Lead moving into Assistant Property Manager
- Maintenance Technician moving into Maintenance Supervisor
- Front Desk or Office Associate moving into Office Manager
- Service Coordinator moving into Resident Services Supervisor
- Housekeeping or Grounds Lead moving into Housekeeping or Grounds Supervisor
- Assistant Property Manager preparing for a first Property Manager role

All participants are full-time, permanent employees in good standing, actively employed at an age-restricted or senior supportive housing community, including HUD Section 202 and similar affordable senior housing properties. The

program fits both newly promoted supervisors and high-potential team members on a structured pre-promotion track.

3. Learning Objectives: Skills-Based Competency Upgrade

Trainees completing this program upgrade their skills and build verified competency in the following areas:

- Explain how age-restricted and supportive housing fits in the wider senior living landscape, what a resident's experience looks like across the property, and how aging, cognitive change, and isolation shape resident behavior
- Take ownership of the whole property day, not just assigned tasks, and make the identity shift from peer to supervisor
- Regulate emotional reactions under pressure, delegate clearly, and give direct feedback early
- Mediate conflict between team members and between neighbors without taking sides, and coordinate work across leasing, maintenance, and resident services
- Communicate with residents as independent tenants with federal housing rights, and de-escalate upset residents and family members with calm and confidence
- Coach the team to notice and refer resident changes through the service coordinator rather than act as a care provider
- Lead a steady day through call-outs, protect team energy before burnout sets in, and support hiring and new hire orientation when the property is stretched
- Hold the line on Fair Housing, lease enforcement, and ethics when pressure pushes toward shortcuts, and respond to a resident in crisis within the limits of the role
- Scope, run, and present a real improvement project on your own property

Each of these competencies maps to the daily responsibilities of a property supervisor in age-restricted housing, who handles tenant concerns, maintenance and leasing coordination, resident changes, staffing gaps, and Fair Housing obligations every day. The course focuses on job-specific skills tied to documented performance needs in affordable and supportive senior housing settings.

4. Course Content and Format

Training is delivered over 20 hours in a blended model: 4 hours of online instruction followed by 16 hours of customized on-the-job training (OJT) completed at the trainee's worksite. The OJT component moves skill practice directly into the trainee's live work environment.

The curriculum is organized across 26 modules: a short orientation, four structured phases, and a capstone project:

1

Phase 1: The World You Just Joined: Housing, Residents & How It All Connects

Where age-restricted and supportive housing fits inside senior living and what real career paths look like here. An aging simulation to feel what residents experience, how cognitive change, chronic conditions, and isolation shape resident behavior, and the full resident journey across leasing, maintenance, front desk, and resident services.

2

Phase 2: Think Like an Owner: Leadership Identity & Accountability

The service habits that lift everyday resident and family interactions. Accountability for the whole property instead of assigned tasks, the identity shift from peer to supervisor, coordinating a day without rescuing every situation personally, and treating every breakdown as a learning opportunity.

3

Phase 3: The Human Side of Leadership: Communication, Conflict & Trust

Regulating emotional reactions under pressure, delegating without dropping the ball, giving direct feedback early, and managing time instead of firefighting. Mediating team and neighbor-to-neighbor conflict without taking sides, coordinating across property roles, recognition habits that keep morale strong, respectful communication with residents as tenants, and de-escalating upset residents and families.

4

Phase 4: Keeping It Together: Coverage, Safety, Fair Housing & Daily Operations

Coaching teams to notice and refer resident changes through the service coordinator, leading a steady day when call-outs hit, protecting team energy before burnout, supporting hiring and new hire orientation when the property is stretched, holding the line on Fair Housing, lease enforcement, and ethics, and responding to a resident in crisis within the limits of the role.

**Capstone Project**

Each supervisor chooses a real problem on their property, scopes a manageable project, tests a solution with a clear before-and-after measure, and presents the results to leadership. The capstone is completed on site during the OJT hours.

Total Hours	20 hours
Delivery Format	4 hrs online instruction + 16 hrs customized on-the-job training (OJT) at trainee's worksite
OJT Location	Completed at the employer's property, customized to the trainee's role and the property's service model
Modules	26 modules
Certificate	Certificate of completion issued upon passing a final competency assessment
Eligible Departments	All Property Roles: Property management, leasing, front desk, maintenance, housekeeping, service coordination
Cost	\$3,000 per participant Group pricing available for cohorts of 5 or more

About Embrace Learning

An Embrace of Learning is a workforce training provider built for senior care professionals. We design and deliver programs in supervisory practice, operations leadership, de-escalation, trauma-informed communication, disease condition management, and clinical skills for team members and leaders in senior living, memory care, assisted living, age-restricted housing, and skilled nursing. Every curriculum is written for the senior living workforce from the start, not adapted from general professional development content, and grounded in what frontline workers, supervisors, and administrators face on every shift. Programs cover every department and every role to support retention and upskilling in senior care.

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