

Skill Standard for

Multi-Site Supervisors

Critical Work Function 1	
Effective Leadership	
Performance Indicators	
<p>Key Activity 1.1 Recruits candidates by implementing hiring strategies that will result in the selection of high-performing employees</p>	<ul style="list-style-type: none"> ➤ Hiring records indicate the use of appropriate recruitment sources and methods, employee screening processes, and interviews, as well as consistent compliance with laws pertaining to the selection of employees (e.g., EEO, ADA, FCRA, FACTA) ➤ Documentation indicates consistent compliance with the creation and implementation of well-defined job descriptions, job performance standards, and orientation materials ➤ Hiring records indicate reasonable decision making about employee compensation ➤ Hiring documents include thorough and appropriate tools (e.g., interview guides, referral programs, job descriptions, sample offer letters, reference checking procedures)
<p>Key Activity 1.2 Improves employee performance through team building, career development, coaching, and feedback in order to foster employee engagement and longevity and to meet operational goals</p>	<ul style="list-style-type: none"> ➤ Training records indicate the consistent use of appropriate methods of employee training, development, and retention taking different learning styles and individual differences into account ➤ Documentation indicates that appropriate needs and gap analyses are performed to identify appropriate performance and development interventions ➤ Human resources records indicate the use of an appropriate performance management process that incorporates continuous feedback while setting performance standards and goals ➤ Documentation indicates the appropriate use of coaching and mentoring for staff's development of both technical and interpersonal/leadership skills (e.g., time management, team building, delegation techniques, communication, diversity)
<p>Key Activity 1.3 Addresses employees' performance and behavior deficiencies by reinforcing job standards with counseling in order to improve organizational effectiveness</p>	<ul style="list-style-type: none"> ➤ Human resources documentation (e.g., forms, policies, procedures) indicates a performance improvement plan to address performance issues ➤ Human resources documentation indicates compliance with legal requirements, company policies, and best practices concerning the discipline and/or termination of staff



<p><i>Key Activity 1.4</i> Maintains positive stakeholder relationships by communicating effectively (both in writing and verbally) in order to minimize conflict and misunderstandings</p>	<ul style="list-style-type: none"> ➤ Documentation indicates the use of effective conflict management techniques, including written and oral communication ➤ Email records indicate the employee's use of proper etiquette during communication about information with which the employee may not agree and when enforcing company policy ➤ Documentation indicates compliance with company problem solving techniques by adjusting communication style, thinking strategically, and representing the interests of stakeholders
<p><i>Key Activity 1.5</i> Demonstrates ethical behavior by identifying and avoiding situations that challenge standards of conduct in order to mitigate conflicts of interest and other inappropriate actions.</p>	<ul style="list-style-type: none"> ➤ Documentation indicates that the employee understands the difference between law, ethics, and morals ➤ Records demonstrate that the employee recognizes the types of ethics in vendor relationships and workplace harassment, and ways of treating people appropriately and consistently ➤ Documentation indicates the employee's effective response to harassment complaints (e.g., documentation, taking action immediately)
Critical Work Function 2	
Financial Management	
Performance Indicators	
<p><i>Key Activity 2.1</i> Identifies sources of data and research needed to prepare the annual operating budget in order to meet established owner objectives for financial performance</p>	<ul style="list-style-type: none"> ➤ Documentation indicates that the employee understands the important components of a budget as well as the tools and software for constructing budgets, operating statements and variance explanation reports ➤ Work products and reports indicate that the employee uses appropriate resources for research (e.g., Web searches, industry data) when exploring current market conditions and economic indicators and when future financial performance ➤ Documentation indicates that the employee performs financial calculations (e.g., turn-over percentage, operating expense ratio, bad debt percentage, effective rent) in order to create a budget, present assumptions, and eventually explain variances
<p><i>Key Activity 2.2</i> Analyzes financial statements in order to prepare reports for stakeholders and make appropriate operational adjustments</p>	<ul style="list-style-type: none"> ➤ Documentation indicates that the employee understands accounting methods, bookkeeping practices, general ledger reporting, and the use of property management software ➤ Documentation indicates that the employee uses apartment valuation methodologies correctly and understands the risks and motivations associated with apartment investment ➤ Documentation indicates that the employee is proficient in maximizing revenues and controlling expenses to improve property Net Operating Income (NOI)



<p>Key Activity 2.3 Interprets property results by preparing required reports for senior management company personnel, lenders, and owners in order to track progress toward property and portfolio objectives</p>	<ul style="list-style-type: none"> ➤ Documentation indicates that the employee is proficient in preparing report contents and presents operating results with appropriate variance explanation and proactive corrective measures as required ➤ Observation indicates that the employee uses appropriate tools and software to analyze property performance measurements, financial operating statements, and other data sources, including historical operating data ➤ Observation and documentation indicate that the employee proactively provides alternatives to improve performance, reforecast future financial performance, and improve staff performance
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Critical Work Function 3	
Property Evaluation and Due Diligence	
Performance Indicators	
<p>Key Activity 3.1 Manages due diligence process by collecting data and preparing a report in order to make an acquisition, disposition, or refinancing recommendation to the owner</p>	<ul style="list-style-type: none"> ➤ Documentation shows the employee references appropriate sources of data for evaluation reports (including outside professionals), prepares reports using materials gathered during the inspection process, and adheres to confidentiality requirements ➤ Documentation indicates that the employee makes recommendations to the property buyer or seller regarding future courses of action after analyzing results ➤ Documentation and observation indicate that the employee understands multifamily ownership structures ➤ Reports illustrate that market conditions as well as compliance requirements (e.g., environmental, workplace safety, accessibility, landlord-tenant) were examined and evaluated, identifying potential liabilities, asset preservation issues, exit strategies, and existing staff
<p>Key Activity 3.2 Establish a process for property takeover by developing schedules and checklists in order to ensure a smooth and timely transition</p>	<ul style="list-style-type: none"> ➤ Records show that retained employees are trained in the policies and practices of the new management company and residents are informed of the changeover in a timely manner ➤ Records indicate that the employee establishes priorities and delegates takeover responsibilities to staff when managing a property takeover, all while complying with local, state, and national requirements, and the terms and conditions of the takeover ➤ Records illustrate that the employee effectively managed the process by following documented procedures
<p>Key Activity 3.3 Develops a capital improvements plan in order to maintain market position and meet ownership objectives</p>	<ul style="list-style-type: none"> ➤ Records indicate that the employee can differentiate between minor rehabilitation and deferred maintenance needs and major capital improvement needs by analyzing the real estate market and weighing both functional and economic obsolescence conditions and property needs ➤ Contract management documentation shows that the employee manages time effectively when developing scopes and work and bid specifications, analyzing bids, selecting appropriate vendors, and negotiating contracts ➤ Documentation indicates that the employee is proficient in complying with federal requirements and all applicable building codes and local permit requirements when implementing physical improvements to an establishment



Legal Responsibilities and Risk Management

Performance Indicators

<p>Key Activity 4.1 Identifies the potential areas of risk on a property by ensuring inspections are conducted and action taken to minimize property loss or personal injury</p>	<ul style="list-style-type: none"> ➤ Records indicate that property inspections to identify and mitigate risk take place, and that necessary follow up procedures for controlling and preventing loss are practiced, in order to ensure that sound risk management practices and incident reporting procedures are in compliance ➤ Documentation and observation indicate that the employee understands responsibilities for communication with staff, residents and outside parties ➤ Documentation indicates that the employee ensures the preparation of an emergency response plan
<p>Key Activity 4.2 Minimizes legal risk and liability by studying applicable laws, regulations, and company policies</p>	<ul style="list-style-type: none"> ➤ Documentation indicates that the employee ensures staff training needs are identified and met concerning laws and applicable policy related to fair housing and other legal or regulatory requirements ➤ Documentation indicates that the employee provides counseling and coaching as necessary to improve performance ➤ Documentation indicates that the employee complies with and properly references legislation regarding Fair Housing rights, equal employment opportunity laws, workplace health and safety (e.g., OSHA, MSDS, EPA, lockout/tagout), labor relations laws, proper occupancy standards, regulatory compliance on federal, state, and local levels ➤ Contract management documentation shows that the employee effectively determines the scope of work and contract requirements and manages the bid process and negotiations as required ➤ Documentation indicates that the employee is aware of all legal commitments and ramifications of the American with Disabilities Act (ADA), understands the concept of accessibility, and is effective when addressing reasonable accommodation/ modification requests
<p>Key Activity 4.3 Prepares for regulatory agency oversight of assisted housing property operations by reviewing applicable physical inspections, financial reviews, and occupancy audits to ensure compliance with regulatory requirements</p>	<ul style="list-style-type: none"> ➤ Documentation indicates that the employee is knowledgeable of the types of assisted housing and the Federal and State requirements of each ➤ Documentation indicates that the employee identifies regulatory agency oversights appropriately and passes agency inspections and audits (e.g., management reviews, physical inspections, file audits, occupancy audits) when responding to and remedying findings from agencies' inspections and audits



Property Performance Management

Performance Indicators

<p>Key Activity 5.1 Identifies the reasons for property performance by analyzing operational and financial data in order to implement either best practices or corrective measures</p>	<ul style="list-style-type: none"> ➤ Documentation indicates that the employee has illustrated an understanding of operational and financial best practices through the process of accessing historical trends and benchmarks in the industry as well as market conditions and other performance indicators ➤ Documentation indicates that the employee evaluates the property effectively by using site visit checklists, performing property audits, establishing and comparing audited properties to performance benchmarks, and identifying practices impacting overall property performance ➤ Reports indicates that the employee understands forecasting methods when evaluating future financial performance of properties, using occupancy and the “Ps” of property (i.e., People, Product, Price, Promotion, Place) ➤ Documentation indicates that the employee evaluates and controls expense categories and identify options for optimizing property performance
<p>Key Activity 5.2 Ensures compliance with owner and managing agent responsibilities by reviewing management agreements in order to ensure legal compliance, maximum service and profitability of the property</p>	<ul style="list-style-type: none"> ➤ Documentation indicates that the management company complies with management agreement terms and conditions (e.g., Fair Housing, insurance, habitability, collections and disbursements, reporting) ➤ Records indicate that the employee adheres to owner objectives, owner representation as required in all negotiations, and communication requirements with all interested parties when evaluating property performance ➤ Documentation reflects outside party involvement as necessary and appropriate
<p>Key Activity 5.3 Identifies significant key property performance indicators to evaluate and report property performance</p>	<ul style="list-style-type: none"> ➤ Reports indicates that the employee uses essential tools and software reporting capabilities and reports, such measures as occupancy performance, resident satisfaction, and property maintenance performance standards, in the owner’s required report format

