

# Skill Standard for Community Managers

## Critical Work Function 1

### Managing the Sales Process

#### Performance Indicators

<p><b>Key Activity 1.1</b> Develop a comprehensive marketing plan</p>	<ul style="list-style-type: none"> <li>➤ The marketing plan describes the surrounding market (e.g., neighborhood, demographics, economic data, competition) and attributes of the property (e.g., strengths, drawbacks)</li> <li>➤ The marketing plan details a well reasoned marketing strategy, including techniques (e.g., outreach, promotions), media (e.g., <i>Apartment Guide</i>, the Internet, newspaper), and production measurement tools</li> <li>➤ Regional and local markets, and strategies for positioning the property in relation to them</li> </ul>
<p><b>Key Activity 1.2</b> Update the marketing plan by evaluating progress and making adjustments as necessary</p>	<ul style="list-style-type: none"> <li>➤ The marketing plan links findings to the owner's goals</li> <li>➤ The marketing plan includes statistics describing sources of traffic, traffic achieved, and closing ratios, methods, and reporting to quantify plan results and identify critical performance thresholds</li> <li>➤ The marketing plan specifies alternative and/or additional strategies</li> </ul>
<p><b>Key Activity 1.3</b> Manage the sales team</p>	<ul style="list-style-type: none"> <li>➤ Interactions with sales team indicate knowledge of the leasing process</li> <li>➤ Interactions with sales team demonstrate knowledge of coaching and motivation</li> <li>➤ Sales team performance indicates positive results from coaching, motivation and leadership</li> </ul>
<p><b>Key Activity 1.4</b> Maintain continuing product readiness</p>	<ul style="list-style-type: none"> <li>➤ Inspections of the marketing path indicate its cleanliness and good condition</li> <li>➤ Components of the marketing path illustrate the desirable features of the property</li> <li>➤ Inspection records indicate the marketing path is inspected on a daily basis</li> <li>➤ Inspections of property collateral and print media indicate accuracy, timeliness, and professional appearance</li> </ul>
<p><b>Key Activity 1.5</b> Ensure equitable treatment for all potential residents</p>	<ul style="list-style-type: none"> <li>➤ Documentation indicates compliance with applicable Federal, state and local regulations that impact sales and marketing</li> <li>➤ Documentation indicates compliance with regulations that pertain to the disabled</li> <li>➤ Documentation indicates compliance with occupancy standards</li> <li>➤ Supervisory records indicate the use of professional judgment in interactions with and decisions concerning potential residents</li> </ul>



**Managing Resident Relations**

Performance Indicators

<p><i>Key Activity 2.1</i> Present the company image to establish a positive reputation and encourage retention</p>	<ul style="list-style-type: none"> <li>➤ Documentation indicates compliance with company standards, policies and procedures</li> <li>➤ Documentation and inspection indicate compliance with prevailing standards for personal appearance and behavior</li> <li>➤ Documentation indicates that the CAM monitors the compliance of property staff with company standards, policies, and procedures and with prevailing standards for personal appearance and behavior</li> </ul>
<p><i>Key Activity 2.2</i> Maintain consistent and ongoing communication with residents</p>	<ul style="list-style-type: none"> <li>➤ Records of communication indicate that the CAM adheres to applicable standards for business communication</li> <li>➤ Documentation indicates the use of appropriate and effective strategies for communicating with residents and other audiences</li> <li>➤ Documentation indicates that the CAM aligns the medium for communication to the message and its audience</li> </ul>
<p><i>Key Activity 2.3</i> Create a positive resident service atmosphere</p>	<ul style="list-style-type: none"> <li>➤ Feedback from residents indicates that appropriate customer service principles prevail among all staff in communication, attitude, and relationships with residents</li> <li>➤ Feedback from staff and other audiences indicates the CAM models positive resident service</li> <li>➤ Observation and documentation indicate the use of effective customer service principles and techniques</li> <li>➤ Observation and documentation indicate an understanding of resident expectations for service</li> <li>➤ Feedback from pertinent audiences indicates the CAM demonstrates emotional maturity and appropriate autonomy in decision making</li> </ul>
<p><i>Key Activity 2.4</i> Resolve issues effectively</p>	<ul style="list-style-type: none"> <li>➤ Observation and documentation indicate the use of effective conflict resolution techniques</li> <li>➤ Documentation indicates that the CAM makes decisions independently within the bounds of his/her established authority</li> <li>➤ Feedback from residents indicates a satisfactory level of resident satisfaction and issue resolution</li> <li>➤ Records of communication indicate that vehicles for feedback have been regularly used to measure customer satisfaction levels</li> <li>➤ Documentation indicates that appropriate action on feedback has been taken</li> </ul>
<p><i>Key Activity 2.5</i> Provide fair and equitable treatment for applicants and residents</p>	<ul style="list-style-type: none"> <li>➤ Documentation indicates compliance with local, state, and federal Fair Housing laws and regulations</li> <li>➤ Documentation indicates compliance with the Americans with Disabilities Act (ADA)</li> <li>➤ Documentation indicates the monitoring of complaints to identify potential trends or areas of concern</li> </ul>
<p><i>Key Activity 2.6</i> Enforce company policy in a manner that is consistent with pertinent legal requirements</p>	<ul style="list-style-type: none"> <li>➤ Documentation indicates compliance with landlord/tenant laws and regulations</li> <li>➤ Contracts and related documents indicate compliance with laws pertaining to contracts</li> </ul>



**Managing the Physical Property**

Performance Indicators

<p><i>Key Activity 3.1</i> Conduct frequent and systematic inspections of the property</p>	<ul style="list-style-type: none"> <li>➤ Documentation shows that the CAM inspects the property on a frequent and systematic basis in order to identify issues related to regulatory compliance, risk and curb appeal</li> <li>➤ Documentation indicates understanding of lender and agency expectations for property condition</li> <li>➤ Documentation indicates understanding of factors related to risk management</li> <li>➤ Documentation indicates the application of effective loss prevention techniques</li> </ul>
<p><i>Key Activity 3.2</i> Perform preventive maintenance</p>	<ul style="list-style-type: none"> <li>➤ The preventive maintenance program is reasonable, given the overall condition of building components and the owner’s objectives for the property</li> <li>➤ Documentation indicates that the CAM monitors implementation of the preventive maintenance program</li> <li>➤ Documentation indicates appropriate decision making concerning repair and replacement</li> <li>➤ Documentation indicates prudent use of natural resources and energy</li> </ul>
<p><i>Key Activity 3.3</i> Monitor the service request process</p>	<ul style="list-style-type: none"> <li>➤ Service request processes are documented and comprehensive, and in daily use</li> <li>➤ Documentation indicates that service requests are managed in accordance with the stated process with timely completion and follow up</li> <li>➤ Documentation indicates the effective tracking of employee productivity</li> <li>➤ Inventory management procedures include input from service request completion records</li> <li>➤ Documentation indicates the tracking of repeat calls and repair trends to identify potential component failures or employee performance issues</li> </ul>
<p><i>Key Activity 3.4</i> Manage the apartment turnover process</p>	<ul style="list-style-type: none"> <li>➤ Apartment turnover processes are documented, comprehensive and consistent with industry standards</li> <li>➤ Apartment turnover processes are consistent with owner objectives and market demand for time and quality</li> <li>➤ Documentation indicates that apartment downtime is minimal</li> </ul>
<p><i>Key Activity 3.5</i> Manage the use of contractors and vendors</p>	<ul style="list-style-type: none"> <li>➤ Documentation indicates that necessary repairs and improvements are evaluated on a cost-benefit basis and that vendors and contractors are selected appropriately</li> <li>➤ Documentation indicates that the CAM effectively determines the scope of work and contract requirements and manages the bid process and negotiations as required</li> <li>➤ Contracts with contractors meet the owner’s requirements and are consistent with legal requirements</li> <li>➤ Documentation indicates that the CAM monitors the performance of contractors effectively and maintains an appropriate professional relationship with contractors and vendors</li> </ul>



**Managing Personnel**

Performance Indicators

<p><i>Key Activity 4.1</i> Comply with employment regulations</p>	<ul style="list-style-type: none"> <li>➤ Documentation indicates compliance with pre-employment laws and regulations</li> <li>➤ Documentation indicates compliance with employment laws and regulations</li> <li>➤ Documentation indicates compliance with post-employment laws and regulations</li> </ul>
<p><i>Key Activity 4.2</i> Recruit appropriately qualified applicants</p>	<ul style="list-style-type: none"> <li>➤ Job descriptions for all positions within the CAM's purview are documented and communicate appropriate expectations</li> <li>➤ Documentation indicates the use of appropriate recruiting methods that are targeted toward appropriate sources of talent</li> <li>➤ Documentation indicates that interviews are conducted in a standardized fashion and consistent with applicable law and regulations</li> <li>➤ Documentation indicates that essential information about wages, benefits, and company requirements is communicated clearly and accurately in the recruitment process</li> <li>➤ Records indicate that interview guides focus on job skills and are related directly to criteria based on the job description</li> </ul>
<p><i>Key Activity 4.3</i> Hire high-caliber employees</p>	<ul style="list-style-type: none"> <li>➤ Employment offer letters include all pertinent components</li> <li>➤ Documentation indicates that pre-employment requirements and regulations concerning such issues as drug testing, credit and background checks, and employment testing are satisfied</li> <li>➤ Documentation indicates appropriate and effective negotiation of wages and benefits</li> <li>➤ New hire paperwork is complete</li> </ul>
<p><i>Key Activity 4.4</i> Orient new employees effectively</p>	<ul style="list-style-type: none"> <li>➤ Orientation materials and processes communicate job descriptions expectations and company benefits clearly and accurately</li> <li>➤ Orientation materials and processes communicate the culture and requirements of the company and key attributes of the community</li> <li>➤ The employee handbook is current, clear, and compliant with employment law and regulation</li> <li>➤ Documents indicate that new employees are oriented to their positions in an ordered and consistent fashion</li> </ul>
<p><i>Key Activity 4.5</i> Train employees effectively</p>	<ul style="list-style-type: none"> <li>➤ Training materials teach to job descriptions and expectations effectively</li> <li>➤ Training materials communicate company policies and procedures clearly</li> <li>➤ Documentation indicates that training is appropriately individualized to employees</li> <li>➤ Observation indicates that informal training and daily skill building occur with staff</li> </ul>
<p><i>Key Activity 4.6</i> Evaluate employee performance systematically</p>	<ul style="list-style-type: none"> <li>➤ Performance evaluation processes and tools are documented, linked appropriately to job descriptions and expectations, and compliant with pertinent laws and regulations</li> <li>➤ Performance evaluations are performed in an objective and consistent manner</li> <li>➤ Documentation of performance evaluations is complete, consistent with stated requirements, and informative for future performance evaluations</li> </ul>



<b>Key Activity 4.7</b> Coach employees proactively	<ul style="list-style-type: none"> <li>➤ Observation indicates that the CAM coaches employees effectively in order to improve their job performance</li> <li>➤ Documentation indicates that coaching is consistent with the learning requirements of employees</li> </ul>
<b>Key Activity 4.8</b> Counsel employees with performance deficiencies to improve their performance	<ul style="list-style-type: none"> <li>➤ Documentation indicates that constructive criticism, motivation strategies, and corrective actions are appropriate to identified performance deficiencies and are timely and consistent with pertinent laws and regulations</li> <li>➤ Documentation indicates that identified performance deficiencies are addressed related to job descriptions and expectations</li> </ul>
<b>Key Activity 4.9</b> Terminate employment when required in accordance with company policy and pertinent law	<ul style="list-style-type: none"> <li>➤ The termination process is documented and consistent with pertinent laws and regulations</li> <li>➤ Records show that each termination is documented fully</li> <li>➤ Documentation indicates that information about unemployment insurance and benefits continuation options is communicated clearly and in writing</li> </ul>
<b>Key Activity 4.10</b> Maintain complete employment records	<ul style="list-style-type: none"> <li>➤ Requirements for the maintenance of employment records as described in company documents are followed and consistent with pertinent laws and regulations</li> <li>➤ Employment records are well-organized, secure, and compliant with company and legal requirements</li> <li>➤ Documentation of health records is separate from non-health records</li> </ul>

## Critical Work Function 5

### Managing and Analyzing Financial Performance

#### Performance Indicators

<b>Key Activity 5.1</b> Analyze the financial operations of the property	<ul style="list-style-type: none"> <li>➤ Reporting indicates that the appropriate application and interpretation of financial formulas and ratios (e.g., return on investment, gross potential rent, basic percent calculations, physical occupancy versus economic occupancy, capitalization rate)</li> <li>➤ Reporting indicates ongoing attention to cash flow</li> <li>➤ Records indicate that the CAM monitors the impact of daily operations on the financial health of the property (e.g., traffic, turnover, purchasing, retention)</li> <li>➤ Records indicate the regular comparison of financial performance to industry standards and company expectations as stated in the business plan</li> <li>➤ Documentation indicates that corrective action is taken for underperforming aspects of the property and that the corrective action is appropriate, monitored, and timely</li> </ul>
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<p><i>Key Activity 5.2</i> Use strategies defined in the business plan to achieve the owner's investment goals</p>	<ul style="list-style-type: none"> <li>➤ Reporting indicates the CAM's commitment to the owner's objectives and the established business plan</li> <li>➤ Records indicate ongoing monitoring of performance relative to the budget and business plan</li> <li>➤ Documentation indicates the CAM's understanding of key variables: types of ownership, characteristics of investments, financing options, and return on investment</li> <li>➤ Documentation indicates the use of appropriate operational software in making essential calculations, analyzing reports, forecasting, and analyzing the effect of operational decisions on the financial health of the property</li> <li>➤ Records indicate clear and actionable variance descriptions along with suggested corrective actions</li> </ul>
<p><i>Key Activity 5.3</i> Record financial activity using appropriate accounting principles and practices</p>	<ul style="list-style-type: none"> <li>➤ Financial records are consistent with generally accepted accounting principles</li> <li>➤ Financial records are consistent with the typical structure of financial statements, sensitive to the factors that influence financial statements (e.g., rent roll, general ledger, aged open receivables), and support decision making about operations</li> <li>➤ Financial records indicate adherence to accrual and/or cash accounting methods</li> <li>➤ Financial records indicate use of appropriate cash management techniques</li> </ul>
<p><i>Key Activity 5.4</i> Maximize net operating income</p>	<ul style="list-style-type: none"> <li>➤ Documents indicate appropriate decision making to maintain a desirable level of net operating income (e.g., timing of changes in rent, steps to minimize expenses and losses) using available financial reporting</li> <li>➤ Financial records and observation indicate understanding of the key elements of net operating income and attention to their component value</li> </ul>
<p><i>Key Activity 5.5</i> Report the property's performance honestly and accurately</p>	<ul style="list-style-type: none"> <li>➤ Audits indicate the CAM's adherence to prevailing ethical standards related to financial management and reporting</li> <li>➤ Audits indicate the CAM's adherence to generally accepted accounting principles</li> <li>➤ Financial records support analysis using key industry success metrics (e.g., economic occupancy, closing ratios, exposure)</li> </ul>

