



Apartment Management Careers



Fast Facts
Job Descriptions
Career Paths
Skill Standards
CAM Syllabus
Internship Guide

Apartment Management Career Fast Facts

Current economic data indicates that the need for apartment managers will only increase in the next decade:

- Approximately 35% of U.S. households are renter households
- It is predicted that over the next decade the number of renter households is likely to rise by 360,000-470,000 annually
- The apartment industry currently employs nearly 700,000 professionals not including Regional Managers or corporate staff
- The apartment industry will continue to need new employees for the following reasons:
 - Replacement of retiring employees
 - Replacement of employees who leave the industry
 - Expansion of the number of apartment renters and new apartment development and construction (after over three years of no new commercial real estate development, currently, the only commercial real estate segment involved in new development is the apartment industry)
 - Redevelopment of aging apartment communities
 - Smart growth bringing workers closer to places of employment
 - Increase in seniors opting for age-restricted retirement or senior communities

Apartment Management Career Fast Facts

Apartment management is a career path with unlimited potential:

- The total compensation for an apartment manager ranges from \$48,800-\$68,400 depending on the region of the country and size of the property.
- Apartment managers receive a base salary and may also receive bonus pay for meeting company goals
- Most apartment managers receive benefits such as: medical, dental, vision, life insurance and a 401K plan
- Many companies offer their employees a rent benefit to live at the apartment community where they work or at another apartment community. This rent benefit is a rent discount of 20% or more
- Most companies offer training opportunities to help apartment managers advance in their career to Senior Apartment Manager, Regional Manager and Regional Vice President

Apartment Management Career Fast Facts

An Apartment Manager is responsible for:

- All operational and financial aspects of an apartment community
- Facilitating the optimum performance of the property in areas such as personnel management, leasing, collections, resident services, maintenance, revenue enhancement and capital improvements
- Reporting property and financial performance to owners
- Ensuring compliance with all applicable laws, regulations and company policies

The profile of a typical apartment community is:

- 260 apartment homes
- Six onsite staff positions
 - Apartment Manager
 - Assistant Manager
 - 1-2 Leasing Consultants
 - 2-3 Maintenance Technicians
- An annual budget of \$2.7 million
- A real estate asset valued at over \$20 million

Apartment Management Job Descriptions

Sample Job Description

Bookkeeper

A Bookkeeper is responsible for posting and collecting rent payments. This includes sending out balance letters, meeting with residents regarding payment, as well as determining who needs to be sent to collections. The Bookkeeper often is also responsible for the timely payment of invoices.

Skill Set

- Detail-Oriented
- Analytical (able to review and decipher information; must be able to understand what to look for and how it impacts the property)
- Time Management (allows time to focus on problems and their solutions along with day-to-day activities)
- Proficient Computer Skills (run applications, property management reports, banking systems, etc.)
- Ability to Multi-task (handle and prioritize various projects)

Personality Traits

- Independent
- Assertive (ability to deal with rent collection and vendor invoicing)
- Well-Spoken (ability to communicate effectively with residents/vendors)
- Confident (ability to handle confrontation, knock on doors, etc.)

Previous Job Experience

- Accountant
- Sales Manager
- Bank Teller

Education

- Associate's or Bachelor's degree desirable
- High school diploma required

Apartment Management Job Descriptions

Sample Job Description

Assistant Property Manager

The Assistant Property Manager, under the guidance of the Property Manager, is responsible for all aspects of property operations. This role includes assisting in financial operations, monitoring leasing performance and managing the renewal process.

The Assistant Property Manager often takes on or shares the role of bookkeeper as well. Another important aspect of this position is customer service, as Assistant Property Managers often meet with residents to discuss and resolve challenges as well take suggestions for improving the community.

Skill Set

- Excellent Written Communication (creates resident notices, memos, etc.)
- Organization (paying invoices, scheduling move-ins/outs, etc.)
- Financial Understanding (ability to manage pricing, rent increases, etc.)
- Proficient Computer Skills (run applications, print leases, use property management software, etc.)
- Ability to Multi-task (handle and prioritize various projects)

Personality Traits

- Attentive (being helpful to both team members and residents)
- Self-Motivated (able to trouble shoot and come up with ideas that assist residents and team members)

Previous Job Experience

- Restaurant Management
- Retail/Auto Sales
- Hospitality/Tourism

Education

- Associate's or Bachelor's degree desirable
- High school diploma required

Apartment Management Job Descriptions

Sample Job Description

Property Manager

Under the direction of the Regional Manager, the Property Manager is responsible for day-to-day operations and maximizing the performance of the property. This role provides exceptional customer service to both residents and prospects in order to increase renewals, revenue and overall satisfaction.

The Property Manager supervises onsite staff and is responsible for leading, developing and engaging them, in order to be successful while minimizing employee turnover. This individual will be strategic in their efforts to increase revenue and provide a Return on Investment (ROI) for the company.

Skill Set

- Communication (good written and verbal skills in order to effectively correspond with residents, employees and vendors)
- Organization (maintaining resident records, employee files, etc.)
- Proficient Computer Skills (Microsoft Word & Excel, comfortable learning property management software)
- Training/Development (ability to lead by example, motivate a team and mentor employees)
- Financial Understanding (able to maintain and analyze budgets, P & L, accounts receivable/accounts payable)

Personality Traits

- Forward-Looking (sets goals and envisions the future)
- Energetic (ability to remain active and motivate the team)
- Engaging (cross-training and keeping open communication between departments/associates)

Previous Job Experience

- Hotel/Hospitality Management
- Retail Management
- Restaurant Management

Education

- Associate's or Bachelor's degree desirable
- High school diploma required



Bookkeeper Career Path

Accountant

Sales Manager

Bank Teller



Bookkeeper

\$26,000-\$36,000



Assistant Property Manager

Under 400 Units

\$33,700-\$45,500



Training Manager

Assist with New Employees

\$60,000-\$75,000



Assistant Property Manager

Over 400 Units

\$34,800-\$47,900



Property Manager

Under 400 Units

\$49,100-\$68,700

Assistant Property Manager Career Path

Restaurant Manager

Auto/Retail Sales

Hospitality/Tourism



Assistant Property Manager

Under 400 Units
\$33,700-\$45,500



Assistant Property Manager

Over 400 Units
\$34,800-\$47,900



Training Manager

Assist with New Employees
\$60,000-\$75,000



Property Manager

Under 400 Units
\$49,100-\$68,700

Property Manager Career Path

Hotel/Hospitality Management

Retail Management

Restaurant Manager



Property Manager

Under 400 Units
\$49,100



Property Manager

Over 400 Units
\$68,700



Training Manager

Assist with New Employees
\$60,000-\$75,000



Senior Property Manager

Oversee Two Properties
\$65,500-\$100,000



Regional Property Manager

Oversee Portfolio of Properties/Managers
\$93,700-\$135,900

Skill Standards for Apartment Managers

1. Managing the Sales Process	Performance Indicators
<p><i>Key Activity 1.1</i> <i>Develop a comprehensive marketing plan</i></p>	<ul style="list-style-type: none"> • The marketing plan describes the surrounding market (e.g., neighborhood, demographics, economic data, competition) and attributes of the property (e.g., strengths, drawbacks) • 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 • Regional and local markets, strategies for positioning the property in relation to them
<p><i>Key Activity 1.2</i> <i>Update the marketing plan by evaluating progress and making adjustments as necessary</i></p>	<ul style="list-style-type: none"> • The marketing plan links findings to the owner's goals • 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 • The marketing plan specifies alternative and/or additional strategies
<p><i>Key Activity 1.3</i> <i>Manage the sales team</i></p>	<ul style="list-style-type: none"> • Interactions with sales team indicate knowledge of the leasing process • Interactions with sales team demonstrate knowledge of coaching and motivation • Sales team performance indicates positive results from coaching, motivation and leadership
<p><i>Key Activity 1.4</i> <i>Maintain continuing product readiness</i></p>	<ul style="list-style-type: none"> • Inspections of the marketing path indicate its cleanliness and good condition • Components of the marketing path illustrate the desirable features of the property • Inspection records indicate the marketing path is inspected on a daily basis • Inspections of property collateral and print media indicate accuracy, timeliness and professional appearance
<p><i>Key Activity 1.5</i> <i>Ensure equitable treatment for all potential residents</i></p>	<ul style="list-style-type: none"> • Documentation indicates compliance with applicable Federal, state and local regulations that impact sales and marketing • Documentation indicates compliance with regulations that pertain to the disabled • Documentation indicates compliance with occupancy standards • Supervisory records indicate the use of professional judgment in interactions with and decisions concerning potential residents

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

<p><i>Key Activity 2.6</i> <i>Enforce company policy in a manner that is consistent with pertinent legal requirements</i></p>	<ul style="list-style-type: none"> • Documentation indicates compliance with landlord/tenant laws and regulations • Contracts and related documents indicate compliance with laws pertaining to contracts
<p>3. Managing the Physical Property</p>	<p><i>Performance Indicators</i></p>
<p><i>Key Activity 3.1</i> <i>Conduct frequent and systematic inspections of the property</i></p>	<ul style="list-style-type: none"> • 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 • Documentation indicates understanding of lender and agency expectations for property condition • Documentation indicates understanding of factors related to risk management • Documentation indicates the application of effective loss prevention techniques
<p><i>Key Activity 3.2</i> <i>Perform preventive maintenance</i></p>	<ul style="list-style-type: none"> • The preventive maintenance program is reasonable, given the overall condition of building components and the owner's objectives for the property • Documentation indicates that the CAM monitors implementation of the preventive maintenance program • Documentation indicates appropriate decision making concerning repair and replacement • Documentation indicates prudent use of natural resources and energy
<p><i>Key Activity 3.3</i> <i>Monitor the service request process</i></p>	<ul style="list-style-type: none"> • Service request processes are documented and comprehensive, and in daily use • Documentation indicates that service requests are managed in accordance with the stated process with timely completion and follow up • Documentation indicates the effective tracking of employee productivity • Inventory management procedures include input from service request completion records • Documentation indicates the tracking of repeat calls and repair trends to identify potential component failures or employee performance issues

<p><i>Key Activity 3.4</i> <i>Manage the apartment turnover process</i></p>	<ul style="list-style-type: none"> • Apartment turnover processes are documented, comprehensive and consistent with industry standards • Apartment turnover processes are consistent with owner objectives and market demand for time and quality • Documentation indicates that apartment downtime is minimal
<p><i>Key Activity 3.5</i> <i>Manage the use of contractors and vendors</i></p>	<ul style="list-style-type: none"> • Documentation indicates that necessary repairs and improvements are evaluated on a cost-benefit basis and that vendors and contractors are selected appropriately • Documentation indicates that the CAM effectively determines the scope of work and contract requirements and manages the bid process and negotiations as required • Contracts with contractors meet the owner's requirements and are consistent with legal requirements • Documentation indicates that the CAM monitors the performance of contractors effectively and maintains an appropriate professional relationship with contractors and vendors
<p>4. Managing Personnel</p>	<p><i>Performance Indicators</i></p>
<p><i>Key Activity 4.1</i> <i>Comply with employment regulations</i></p>	<ul style="list-style-type: none"> • Documentation indicates compliance with pre-employment laws and regulations • Documentation indicates compliance with employment laws and regulations • Documentation indicates compliance with post-employment laws and regulations
<p><i>Key Activity 4.2</i> <i>Recruit appropriately qualified applicants</i></p>	<ul style="list-style-type: none"> • Job descriptions for all positions within the CAM's purview are documented and communicate appropriate expectations • Documentation indicates the use of appropriate recruiting methods that are targeted toward appropriate sources of talent • Documentation indicates that interviews are conducted in a standardized fashion and consistent with applicable laws and regulations • Documentation indicates that essential information about wages, benefits and company requirements is communicated clearly and accurately in the recruitment process • Records indicate that interview guides focus on job skills and are related directly to criteria based on the job description

<p><i>Key Activity 4.3</i> <i>Hire high-caliber employees</i></p>	<ul style="list-style-type: none"> • Employment offer letters include all pertinent components • Documentation indicates that pre-employment requirements and regulations concerning such issues as drug testing, credit and background checks, and employment testing are satisfied • Documentation indicates appropriate and effective negotiation of wages and benefits • New hire paperwork is complete
<p><i>Key Activity 4.4</i> <i>Orient new employees effectively</i></p>	<ul style="list-style-type: none"> • Orientation materials and processes communicate job descriptions, expectations and company benefits clearly and accurately • Orientation materials and processes communicate the culture and requirements of the company and key attributes of the community • The employee handbook is current, clear and compliant with employment law and regulation • Documents indicate that new employees are oriented to their positions in an ordered and consistent fashion
<p><i>Key Activity 4.5</i> <i>Train employees effectively</i></p>	<ul style="list-style-type: none"> • Training materials teach to job descriptions and expectations effectively • Training materials communicate company policies and procedures clearly • Documentation indicates that training is appropriately individualized to employees • Observation indicates that informal training and daily skill-building occur with staff
<p><i>Key Activity 4.6</i> <i>Evaluate employee performance systematically</i></p>	<ul style="list-style-type: none"> • Performance evaluation processes and tools are documented, linked appropriately to job descriptions and expectations and compliant with pertinent laws and regulations • Performance evaluations are performed in an objective and consistent manner • Documentation of performance evaluations is complete, consistent with stated requirements and informative for future performance evaluations
<p><i>Key Activity 4.7</i> <i>Coach employees proactively</i></p>	<ul style="list-style-type: none"> • Observation indicates that the CAM coaches employees effectively in order to improve their job performance • Documentation indicates that coaching is consistent with the learning requirements of employees

<p><i>Key Activity 4.8</i> <i>Counsel employees with performance deficiencies to improve their performance</i></p>	<ul style="list-style-type: none"> • 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 • Documentation indicates that identified performance deficiencies are addressed related to job descriptions and expectations
<p><i>Key Activity 4.9</i> <i>Terminate employment when required in accordance with company policy and pertinent law</i></p>	<ul style="list-style-type: none"> • The termination process is documented and consistent with pertinent laws and regulations • Records show that each termination is documented fully • Documentation indicates that information about unemployment insurance and benefits continuation options are communicated clearly and in writing
<p><i>Key Activity 4.10</i> <i>Maintain complete employment records</i></p>	<ul style="list-style-type: none"> • Requirements for the maintenance of employment records as described in company documents are followed and consistent with pertinent laws and regulations • Employment records are well-organized, secure and compliant with company and legal requirements • Documentation of health records is separate from non-health records
<p>5. Managing and Analyzing Financial Performance</p>	<p><i>Performance Indicators</i></p>
<p><i>Key Activity 5.1</i> <i>Analyze the financial operations of the property</i></p>	<ul style="list-style-type: none"> • 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) • Reporting indicates ongoing attention to cash flow • Records indicate that the CAM monitors the impact of daily operations on the financial health of the property (e.g., traffic, turnover, purchasing, retention) • Records indicate the regular comparison of financial performance to industry standards and company expectations as stated in the business plan • Documentation indicates that corrective action is taken for underperforming aspects of the property and that the corrective action is appropriate, monitored and timely

<p><i>Key Activity 5.2</i> <i>Use strategies defined in the business plan to achieve the owner's investment goals</i></p>	<ul style="list-style-type: none"> • Reporting indicates the CAM's commitment to the owner's objectives and the established business plan • Records indicate ongoing monitoring of performance relative to the budget and business plan • Documentation indicates the CAM's understanding of key variables: types of ownership, characteristics of investments, financing options and return on investment • 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 • Records indicate clear and actionable variance descriptions along with suggested corrective actions
<p><i>Key Activity 5.3</i> <i>Record financial activity using appropriate accounting principles and practices</i></p>	<ul style="list-style-type: none"> • Financial records are consistent with generally accepted accounting principles • 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 • Financial records indicate adherence to accrual and/or cash accounting methods • Financial records indicate use of appropriate cash management techniques
<p><i>Key Activity 5.4</i> <i>Maximize net operating income</i></p>	<ul style="list-style-type: none"> • 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 • Financial records and observation indicate understanding of the key elements of net operating income and attention to their component value
<p><i>Key Activity 5.5</i> <i>Report the property's performance honestly and accurately</i></p>	<ul style="list-style-type: none"> • Audits indicate the CAM's adherence to prevailing ethical standards related to financial management and reporting • Audits indicate the CAM's adherence to generally accepted accounting principles • Financial records support analysis using key industry success metrics (e.g., economic occupancy, closing ratios, exposure)

Certified Apartment Manager

Course Syllabus

Management of Residential Issues

- Customer Service
- Occupancy Management
- Safety and Security
- Emergency Management
- Resident Relations

Legal Responsibilities

- Elements of a Contract
- Managers as Employers
- Working with Contractors, Vendors and Service Agents
- Occupancy Management
- Property Maintenance and Resident Security
- Right of Entry and Privacy

Human Resource Management

- Executive Summary
- Employment Law
- Employment Practices
- Payroll Administration
- Training and Supervision
- Termination
- Resource Guide

Fair Housing

- Fair Housing Laws
- Families with Children
- People with Disabilities
- Fair Housing in Advertising and Marketing
- Management Practices
- Fair Housing Complaints
- Government Housing Programs

Certified Apartment Manager

Course Syllabus

Marketing

- Introduction to Marketing
- Conducting Market Research
- Promotional Marketing
- Onsite Marketing
- The Marketing Plan

Property Maintenance for Managers

- Building a Team Approach
- The Onsite Manager's Role
- Exterior Maintenance
- Interior Maintenance
- Preventive Maintenance
- Maintenance Safety

Risk Management

- Introduction to Risk Management
- Minimizing Risks to Residents
- Minimizing Risks to Staff
- Handling Emergencies
- Liability and Insurance

Financial Management

- Investments
- Adding Value to the Investment
- Mathematics Review
- Financial Statements
- Budgets
- Property Valuation

Assignment to Apartment Management Internship: One Property versus a Rotation at Different Properties

	<i>One Property</i>	<i>Rotation</i>
<i>Pros</i>	<ul style="list-style-type: none"> • Build relationships with property staff and residents over duration of internship • Can see projects/processes through full cycles (i.e. rent collection, move-ins, turn process) • Have more time to familiarize themselves with the property and the competition 	<ul style="list-style-type: none"> • Have the opportunity to experience a variety of properties (small/larger, new/old, affordable) as well as experience different sub-markets • Get to experience different management styles and how associates take on different roles • Exposed to broader variety of issues/challenges (i.e. rent control, maintenance issues, etc.) • The intern can learn from the company's best Property Manager, Assistant Manager, Leasing and Maintenance staff
<i>Cons</i>	<ul style="list-style-type: none"> • Only experience staff dynamics at one location (i.e. at a smaller property, the Manager can take on many roles, whereas, there are more specialized functions for a larger property) 	<ul style="list-style-type: none"> • May get an idealized version of working onsite as they move to a new location every couple of weeks and are not present for follow-through on issues/challenges

Core Job Functions Covered During an Internship

Property Manager

- Monthly Budgeting and Financials
- Payment of Invoices
- Renewal Process
- Employee Relations/Staff Meetings
- Pricing/Revenue Management

Assistant Property Manager

- Collecting/Posting Rents
- Scheduling Move-Outs/Turns Process
- Resident Relations/Follow-Up

Leasing Consultant

- Rental Process (Application/Approval/Move-In)
- Marketing
- Competitor Shopping
- Walking Apartments

Maintenance

- Work Orders
- Turning/Punching Apartments
- Vendor Relations
- Grounds Maintenance

Front Desk

- Answering Phones
- Accepting/Delivering Packages
- Resident Issues/Follow-Up

Sample Internship Schedules

One Property

JUNE

ONE PROPERTY

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	First Day - Orientation, New Hire paperwork 1	Tour Property & Introductions 2	Assistant Manager 3	Assistant Manager 4	Assistant Manager 5	6
7	Property Manager 8	Property Manager 9	Property Manager 10	Property Manager 11	Property Manager 12	13
14	15	Leasing Consultant 16	Leasing Consultant 17	Leasing Consultant 18	Leasing Consultant 19	Leasing Consultant 20
21	22	Front Desk 23	Front Desk 24	Front Desk 25	Front Desk 26	Front Desk 27
28	Maintenance 29	Maintenance 30				

Interns' schedules are based on the monthly property cycle and what positions are in control of what functions.

Sample Internship Schedules

Rotation

JUNE

ROTATION

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	First Day - Orientation, New Hire paperwork 1	Tour Property & Introductions 2	Assistant Manager 3	Assistant Manager 4	Assistant Manager 5	6
7	Property Manager 8	Property Manager 9	Property Manager 10	Property Manager 11	Property Manager 12	13
14	15	Leasing Consultant 16	Leasing Consultant 17	Leasing Consultant 18	Leasing Consultant 19	Leasing Consultant 20
21	22	Front Desk 23	Front Desk 24	Front Desk 25	Front Desk 26	Front Desk 27
28	Maintenance 29	Maintenance 30				

Each color indicates a different property in the rotation.

Internship Evaluation

To help us continually improve our internship program, please give us your opinion about your internship experience. Please indicate your level of agreement or disagreement by circling the number that best represents your feeling toward the statement.

<i>About the Mentor(s)</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
My mentors explained the business/their individual roles.	1	2	3	4	5
My mentors allowed me to assume responsibilities.	1	2	3	4	5
My mentors treated me as a true employee.	1	2	3	4	5
My mentors encouraged me to provide feedback and ask for assistance.	1	2	3	4	5
My mentors were well prepared and a schedule was in place for me.	1	2	3	4	5
My mentors were seasoned and knowledgeable about their positions.	1	2	3	4	5

Internship Evaluation

<i>About the Program</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
At the beginning of the internship I was given the necessary information I needed to be successful.	1	2	3	4	5
The tasks I was given were challenging and rewarding.	1	2	3	4	5
This experience gave me a realistic view of a career in apartment management.	1	2	3	4	5
I will seek employment from this company after graduation.	1	2	3	4	5

Internship Evaluation

Overall, how satisfied are you with your internship program?

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

Overall, how would you rate our company as a place to work?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Very Poor

What was your favorite internship experience?

What was your least favorite internship experience?

What would you suggest we do to improve our internship program?

Other Comments:



4300 Wilson Blvd., Suite 400
Arlington, VA 22203
703/518-6141 FAX 703/248-8370
education@naahq.org
www.naahq.org

Apartment Leasing Careers



Fast Facts
Job Descriptions
Career Paths
Skill Standards
NALP Syllabus
Internship Guide

Leasing Career Fast Facts

Current economic data indicates that the need for apartment leasing consultants will only increase in the next decade:

- Approximately 35% of U.S. households are renter households
- It is predicted that over the next decade the number of renter households is likely to rise by 360,000-470,000 annually
- The apartment industry currently employs nearly 700,000 professionals not including Regional Managers or corporate staff
- The apartment industry will continue to need new employees for the following reasons:
 - Replacement of retiring employees
 - Replacement of employees who leave the industry
 - Expansion of the number of apartment renters and new apartment development and construction (after over three years of no new commercial real estate development, currently, the only commercial real estate segment involved in new development is the apartment industry)
 - Redevelopment of aging apartment communities
 - Smart growth bringing workers closer to places of employment
 - Increase in seniors opting for age-restricted retirement or senior communities

Leasing Career Fast Facts

Apartment leasing is a career path with unlimited potential:

- Total compensation for a **leasing consultant** ranges from \$27,100-\$38,900, depending on the region of the country. Median total compensation is \$32,000
- An entry level **leasing consultant** can make \$13-\$19 per hour, depending on the region
- **Leasing consultants** may receive additional compensation for meeting sales goals and lease renewals
- Once promoted to **Leasing Manager** total compensation ranges from \$37,300-\$58,400, depending on the region of the country in which the position is located. Median total compensation is \$45,000
- Most leasing professionals receive benefits such as: medical, dental, vision, life insurance and a 401K plan
- Many companies offer their employees a rent benefit to live at the apartment community where they work or at another apartment community. This rent benefit is a rent discount of 20% or more
- Most companies offer training opportunities to help employees advance in their career to Leasing Manager, Director of Leasing and VP of Sales and Marketing

Leasing Career Fast Facts

The profile of the average Apartment Community is:

- 260 apartment homes
- Six on site staff positions
 - Apartment Manager
 - Assistant Manager
 - 1-2 Leasing Consultants
 - 2-3 Maintenance Technicians
- An annual budget of \$2.7 million
- A real estate asset valued at over \$20 million

An apartment lease is one of the largest transactions a consumer will make in a lifetime!

- Currently, the average monthly rent is \$1,000. Leasing consultants are responsible for routinely closing leasing transactions greater than \$12,000.

Apartment Management Job Descriptions

Sample Job Description

Concierge

A Concierge is the first point of contact for both residents and visitors. They assist residents with retrieving packages, dry cleaning and other deliveries. In addition, the Concierge is responsible for taking resident complaints and/or service requests, as well as following-up with residents to make sure they are satisfied. This role is also responsible for maintaining the safety of the property by monitoring security cameras and preventing solicitors from entering the building.

Skill Set

- Excellent phone etiquette (Speaks clearly and concisely)
- Organized (Maintains package log, elevator scheduling, etc.)
- Proficient Computer Skills (e-mail correspondence, ability to search the Internet, etc.)
- Ability to multi task (Handle and prioritize various projects)

Personality Traits

- Friendly (Greeting residents and visitors)
- Calm Demeanor (Able to handle difficult situations)
- Good Judgment (Able to respond promptly to resident needs)
- Self-Motivated (Ability to work independently)

Previous Job Experience

- Retail
- Receptionist
- Office Administrator
- Hospitality/Tourism

Education

- Associate's degree desirable
- High school diploma required

Apartment Management Job Descriptions

Sample Job Description

Leasing Consultant

A Leasing Consultant is the point of contact for all potential customers. When prospects visit, in person, their focus is to greet them and highlight the advantages of living at that property. This includes touring, explaining amenities, reviewing price options and completing lease paperwork. Follow up on customer leads from phone calls and online is also imperative in assisting with marketing efforts. Leasing Consultants will also generate qualified traffic by becoming involved in the local community as well as participating in outreach programs.

Skill Set

- Adaptability (Able to understand and meet the needs of clientele with different backgrounds)
- Organization (Manage property rental availability and organize lease files)
- Proficient Computer Skills (Run applications, print leases, etc.)
- Ability to multitask (Handle and prioritize various projects)

Personality Traits

- Friendly (Welcomes prospects and new residents)
- Energetic (Ability to remain active within the sales process)
- Engaging (Ability to draw attention and interest to the Property/Product)
- Self-Motivated (Ability to be resourceful and creative to drive traffic during slow periods)

Previous Job Experience

- Restaurant Wait Staff/Servers
- Retail Sales
- Auto Sales

Education

- Associate's or Bachelor's degree desirable
- High school diploma required

Concierge Career Path



**This position is most typically available in major metropolitan areas and luxury apartment communities*

Leasing Career Path



Skill Standards for Leasing Professionals

1. Compliance	Performance Indicators
<p><i>Key Activity 1.1</i> <i>Conduct an internal assessment of product, price, people, and promotion</i></p>	<ul style="list-style-type: none"> • Internal assessment reports indicate understanding of the purpose of an internal assessment and relevant principles (e.g., supply and demand) • Internal assessment reports indicate the use of appropriate resources and tools • Internal assessment reports indicate the use of appropriate strategies for gathering and analyzing data and drawing conclusions • Internal reports indicate the use of appropriate technology
<p><i>Key Activity 1.2</i> <i>Conduct an external assessment of competitive products, prices, people, and promotions</i></p>	<ul style="list-style-type: none"> • External assessment reports indicate understanding of the purpose of an external assessment and relevant principles (e.g., supply and demand) • External assessment reports indicate the use of appropriate resources and tools • External assessment reports indicate the use of appropriate strategies for gathering and analyzing data and drawing conclusions • External reports indicate the use of appropriate technology
<p><i>Key Activity 1.3</i> <i>Monitor internal and external market dynamics</i></p>	<ul style="list-style-type: none"> • Marketing tools indicate understanding of factors that impact financial performance • Marketing tools indicate the use of appropriate market data and strategies for its interpretation
<p><i>Key Activity 1.4</i> <i>Compile a personalized and comprehensive community resource tool</i></p>	<ul style="list-style-type: none"> • Resource tool(s) include floor plans, prices, availability and other appropriate information • Resource tool(s) are effective and efficient • Resource tool(s) are maintained on an ongoing basis to ensure accuracy • Resource tool(s) indicate use of appropriate technology
<p><i>Key Activity 1.5</i> <i>Network with representatives of competing organizations to improve business decision making</i></p>	<ul style="list-style-type: none"> • Networking indicates the use of interpersonal communication and networking strategies • Networking indicates understanding of confidentiality obligations • Calendars indicate participation in networking opportunities (e.g., apartment association, events, attending open houses)

2. Outreach Marketing	Performance Indicators
<p><i>Key Activity 2.1</i> <i>Develop a marketing strategy based on identified strengths, weaknesses, opportunities, and threats</i></p>	<ul style="list-style-type: none"> • Marketing strategy indicates understanding of strategic analysis and use of appropriate sources of data (e.g., SWOT, marketing surveys) • Marketing strategy indicates use of appropriate marketing and industry terminology • Marketing strategy includes an accurate understanding of the competition • Marketing strategy indicates the use of appropriate technology and hardware
<p><i>Key Activity 2.2</i> <i>Work to achieve marketing goals</i></p>	<ul style="list-style-type: none"> • Activity logs indicate understanding of the marketing goals and strategies of the community • Observation indicates commitment to goals • Marketing strategies are consistent with available resources and budget
<p><i>Key Activity 2.3</i> <i>Create a viable and effective action plan to achieve marketing goals</i></p>	<ul style="list-style-type: none"> • Observation indicates knowledge of the surrounding area (e.g., preferred employers, current and targeted resident demographics, amenities, resources of the region, regional economic development plans and materials) • Observation indicates effective networking with organizations in the region • Activity logs indicate effective planning (e.g., use of marketing collateral, organization and documentation of marketing calls)
<p><i>Key Activity 2.4</i> <i>Evaluate the marketing plan's effectiveness</i></p>	<ul style="list-style-type: none"> • Periodic reports indicate understanding of marketing goals and strategies • Observation and periodic reports indicate effective use of an appropriate prospect management system • Periodic reports indicate understanding of statistical data related to site traffic trends, existing marketing campaigns and tools • Periodic reports indicate the use of appropriate technology
<p><i>Key Activity 2.5</i> <i>Refine the marketing strategy</i></p>	<ul style="list-style-type: none"> • Marketing goals are consistent with ongoing analysis and trends • Observation indicates effective brainstorming and testing of new strategies • Marketing strategies are consistent with current goals and trends • Marketing strategies are consistent with available resources and budget

3. Sales	Performance Indicators
<p><i>Key Activity 3.1</i> <i>Inspect tour routes, vacant and leased homes, and common areas daily</i></p>	<ul style="list-style-type: none"> • Work orders filed with the maintenance department indicate daily monitoring • Work orders indicate understanding of curb appeal, company policy and procedure, community standards, and the importance of details
<p><i>Key Activity 3.2</i> <i>Establish rapport with current and prospective residents</i></p>	<ul style="list-style-type: none"> • Observation indicates effective knowledge of the product, confidentiality requirements, and Fair Housing regulations • Observation indicates effective use of interpersonal communication (e.g., personal appearance and demeanor, techniques for gathering information, cultural competence, effective listening) • Sales logs indicate effective use of documentation strategies
<p><i>Key Activity 3.3</i> <i>Qualify prospective residents in accordance with rental policy</i></p>	<ul style="list-style-type: none"> • Documentation indicates understanding of qualifying criteria, company policy, and relevant laws and regulations (e.g., Fair Credit Reporting Act (FCRA), Fair Employment and Housing Act (FEHA) • Documentation indicates use of appropriate sources of information (e.g., credit reports, criminal history, tax records) • Documentation indicates appropriate communication • Documentation indicates the use of appropriate technology
<p><i>Key Activity 3.4</i> <i>Articulate how the company and product meet the needs of customers</i></p>	<ul style="list-style-type: none"> • Observation indicates the use of appropriate demonstration techniques and product knowledge • Observation indicates reference to known needs of the customer
<p><i>Key Activity 3.5</i> <i>Evaluate customers' commitment level</i></p>	<ul style="list-style-type: none"> • Observation indicates a request for feedback from the customer • Observation indicates effective interpretation of customers' verbal and nonverbal cues • Observation indicates recognition of typical buying signals
<p><i>Key Activity 3.6</i> <i>Address customers' stalls and/or objections</i></p>	<ul style="list-style-type: none"> • Observation indicates understanding of typical stalls and objections as well as the difference between stalls and objections • Observation indicates the use of problem solving techniques and other strategies for overcoming stalls and objections • Observation indicates appropriate empathy with customers

<p><i>Key Activity 3.7</i> <i>Ask customers to hold an apartment</i></p>	<ul style="list-style-type: none"> • Observation indicates appropriate timing and strategy in closing sales • Observation indicates appropriate timing and strategy in managing rejection • Documents and financial records indicate understanding of policies related to handling various forms of payment
<p><i>Key Activity 3.8</i> <i>Discuss the next steps in the sales process to set customer expectations</i></p>	<ul style="list-style-type: none"> • Documentation indicates understanding of company policy, process for preparing apartment for move-in, and follow-up activities • Documentation indicates communication of a realistic and appropriate timeline for essential events and move-in • Documentation indicates effective coordination of move-in resources, as well as essential forms and information packets
<p><i>Key Activity 3.9</i> <i>Evaluate personal sales performance</i></p>	<ul style="list-style-type: none"> • Documentation indicates measurement of closing ratios and/or conversion ratios • Documentation indicates the use of feedback from prospects, company expectations, and experience with customers in evaluating personal performance • Documentation includes appropriate goals for improvement and action plans • Observation indicates implementation of appropriate change in sales strategy
<p>4. Administrative and Legal Responsibilities</p>	<p><i>Performance Indicators</i></p>
<p><i>Key Activity 4.1</i> <i>Apply fair housing law as it affects rental transactions</i></p>	<ul style="list-style-type: none"> • Documentation of interaction with current and prospective residents indicates knowledge and consistent application of the law • Observation of interaction with current and prospective residents indicates consistent application of the law
<p><i>Key Activity 4.2</i> <i>Ensure potential residents' understanding of rental criteria</i></p>	<ul style="list-style-type: none"> • Documentation indicates compliance with Fair Housing and consistent qualifying standards as well as company policy and procedure • Observation indicates clear and consistent communication about qualifying standards, the rental process, and company policy and procedure

<p><i>Key Activity 4.3</i></p> <p><i>Evaluate rental applications in accordance with established screening models</i></p>	<ul style="list-style-type: none"> • Documentation indicates implementation of company credit screening policy and procedure • Documentation indicates understanding and application of community standards and FCRA requirements • Documentation indicates the use of established screening models • Documentation and observation indicate appropriate communication of approval or denial decisions • Documentation and observation indicate the use of appropriate hardware and software
<p><i>Key Activity 4.4</i></p> <p><i>Prepare lease agreements in accordance with established policy and procedure</i></p>	<ul style="list-style-type: none"> • Lease agreements comply with laws pertaining to the execution of contracts • Lease agreements include essential components • Lease agreements comply with standards and company policy and procedure • Observation indicates clear and accurate communication about the components of lease agreements • Lease agreements indicate the use of appropriate hardware and software
<p><i>Key Activity 4.5</i></p> <p><i>Execute lease agreements appropriately</i></p>	<ul style="list-style-type: none"> • Documentation indicates that appointments are made with customers for the execution of lease agreements • Observation indicates understanding of the components of lease agreements and laws related to their execution • Observation indicates clear and consistent communication with customers about lease agreements
<p><i>Key Activity 4.6</i></p> <p><i>Report incidents, maintain documentation, and take corrective action in compliance with applicable law, regulation, and company policy</i></p>	<ul style="list-style-type: none"> • Documentation and observation indicate recognition of potential liability exposure (e.g., risk events, privacy) • Documentation indicates compliance with reporting requirements • Documentation indicates cooperation with others as required to address exposure and resolve identified issues • Documentation indicates clear and consistent communication related to the exposure • Documentation indicates the use of appropriate hardware and software

<p><i>Key Activity 4.7</i></p> <p><i>Maximize revenue and operational efficiency consistent with financial goals</i></p>	<ul style="list-style-type: none"> • Documentation indicates compliance with company fiscal policy and procedure and recognition of the goals financial impact of actions • Documentation and observation indicate commitment to community standards, personal and team goals, and financial expectations • Observation indicates personal initiative in maximizing revenue and efficiency
5. Resident Retention	Performance Indicators
<p><i>Key Activity 5.1</i></p> <p><i>Offer personalized service to residents</i></p>	<ul style="list-style-type: none"> • Documentation indicates the ongoing assessment of resident concerns as well as an appropriate response • Observation indicates appropriate customer service that complies with community standards and company policy and procedure • Observation indicates that interpersonal verbal and nonverbal communication is accurate and appropriate, and accounts for cultural differences appropriately
<p><i>Key Activity 5.2</i></p> <p><i>Interact with residents using empathy and warmth</i></p>	<ul style="list-style-type: none"> • Observation indicates appropriate customer service that complies with community standards and company policy and procedure • Observation indicates that interpersonal verbal and nonverbal communication is accurate and appropriate, and accounts for cultural differences appropriately • Activity logs indicate appropriate follow through on commitments to residents • Observation indicates creation of “win-win” situations with residents
<p><i>Key Activity 5.3</i></p> <p><i>Respond to issues that affect resident satisfaction</i></p>	<ul style="list-style-type: none"> • Observation indicates appropriate customer service that complies with community standards and company policy and procedure • Activity logs indicate appropriate communication with the maintenance department and vendors as required to resolve residents’ concerns • Activity logs and observation indicate the use of appropriate strategies for resolving conflict • Observation indicates appropriate and empathic communication with residents

<p><i>Key Activity 5.4</i> <i>Report service requests accurately and follow up as appropriate to ensure resident satisfaction</i></p>	<ul style="list-style-type: none"> • Activity logs and work orders indicate knowledge of company policy and procedure, community standards, and maintenance terminology • Activity logs and work orders indicate follow through on service requests and commitments to residents
<p><i>Key Activity 5.5</i> <i>Create an ongoing sense of community</i></p>	<ul style="list-style-type: none"> • Activity logs indicate promotion of amenities and activities that are meaningful to residents and increase interaction among residents • Activity logs and observation indicate understanding of resources of the property and region, company policy (e.g., alcohol) and budget, and legal requirements • Activity logs and observation indicate understanding of resident preferences • Activity logs and observation indicate clear and effective communication with residents to promote an ongoing sense of community
<p><i>Key Activity 5.6</i> <i>Maintain familiarity with lease renewal processes</i></p>	<ul style="list-style-type: none"> • Documentation indicates compliance with company policy and procedure related to the renewal process • Documentation indicates understanding of renewal options and market conditions • Observation indicates clear and effective communication with residents about renewal

National Apartment Leasing Professional Course Syllabus

Keys to Success in Learning

- Career Prospects
- Responsibilities of a Leasing Professional
- Characteristics of a Leasing Professional
- Your Colorful Personality
- Qualities of a Successful Leasing Professional
- Job Responsibilities and Goal Setting
- Time Management
- Teamwork
- Resident Profile
- Market Knowledge
- Product Knowledge

Leasing and the Internet

- What is the Internet?
- Internet Service Providers
- Internet Listing Services
- Online Marketing and the Apartment Industry
- The Internet Prospect
- Updating the Guest Card
- Tracking Your Internet Traffic Effectively
- Leasing Tools
- Sample Lead Report from an Online Publication
- Maximizing Your Online Advertising
- Promoting Your Web Address
- Phone Prospects and the Internet
- Responding to Internet Leads
- Electronic Leasing
- Electronic Leasing and Fair Housing
- All about E-mail
- E-Mail Etiquette
- E-Mail and the Do Not SPAM Regulations
- Addressing Your E-Mail
- E-Mail Activity
- E-Mail for Follow-Up
- Web Sites of Interest to Property Management Professionals
- NAA National Suppliers Council Web Sites

National Apartment Leasing Professional Course Syllabus

Leasing Demonstration and Resolving Objections

- The Leasing Demonstration
- Three Major Areas of Product Knowledge
- Key Elements in Preparing for a Successful Demonstration
- Important Skills in Demonstrating
- Feature-Benefit-Emotional Appeal Selling
- Conducting a Successful Demonstration
- Safety Tips for the Leasing Demonstration
- Fair Housing Implications in Demonstrating
- Resolving Objections Program Objectives
- When does Closing Begin?
- Dynamics of an Effective Leasing Presentation
- Resolving Objections
- Procedures for Resolving Objections
- Leasing Signals
- The Invitation to Lease
- Closing Techniques Reference
- Fair Housing Implications in Closing

Legal Aspects

- An Overview of Basic Fair Housing Laws
- Filing a Fair Housing Complaint
- Fair Housing Discrimination
- Prohibited Practices
- Familial Status
- Fair Housing and Disability Status
- Fair Housing and Disability Status Prohibited Practices
- Fair Housing Testers
- Additional Leasing Procedures that Avoid Discrimination
- Leasing in the Multicultural Marketplace
- New Fair Housing Issues on the Horizon

National Apartment Leasing Professional Course Syllabus

Legal Aspects (Continued)

- Resources for Fair Housing Information
- The Americans with Disabilities Act (ADA)
- Equal Credit Opportunity Act
- Fair Credit Reporting Act
- Fair & Accurate Credit Transaction Act
- Additional Consumer Protections
- Applicant Screening
- Criminal Background Checks
- The Lease and Legal Issues
- Other Occupancy Issues & Possible Lease Violations
- Lead Paint Safe Work Practices
- Resident's Personal Safety
- Safety Hazards
- Resident Safety Practices
- Emergency Contact Situations: Fire and Police/Sheriff

Rental Policies and Procedures

- Efficient Handling of Rental Policies and Procedures
- Statement of Rental Policy
- Completing the Application
- Application Verification
- Rejecting an Application
- Resident Processing Checklist
- Efficient Lease Preparation and Signing
- The Law of Contracts
- Four Basic Elements of a Contract
- Elements of Lease Agreements
- Avoiding Potential Lease Problems
- Rental Lease Agreement Documents
- The Move-in Process
- Resident Relations
- Fair Housing Implications

National Apartment Leasing Professional Course Syllabus

Telephone Presentations

- Skills Self Evaluation
- Telephone Etiquette
- Effective Telephone Skills
- Active Listening
- Preparing for the Telephone Presentation
- Reasons Why People Use the Phone to Shop for an Apartment
- Objectives of the Telephone Contact
- Initial Leasing Questions
- What's Wrong with This Phone Call?
- Key Elements of a Successful Leasing Presentation
- Closing Begins with the Telephone
- Taking Requests for Service
- Identifying Caller Needs
- Effecting Solutions
- Following Up Requests for Service
- Handling Irate Callers
- Fair Housing Implications

The Leasing Interview and Qualifying Residents

- First Impressions Make a Difference
- Importance of Curb Appeal
- Leasing Center Standards Checklist
- Understanding the Prospective Resident's Reason for Moving
- Be Prepared and Knowledgeable
- The Leasing Notebook
- How Should a Prospective Resident be greeted?
- Fair Housing
- Conducting the Leasing Interview
- Objective of the Leasing Interview

NALP Internship Program Guidelines

Purpose and Scope

The NALP internship is designed to provide a platform for the NALP Candidate to apply the principles and practices learned in the NALP program. The NALP Intern will have completed the classroom and Market Survey Presentation components of the program. The internship provides the necessary hands-on experience that will drive the student's successful performance in the field.

Internship Sponsorship

The company sponsor is the critical element in the successful internship. While there is an investment of manpower and time – the experience for all participants can be extremely rewarding, often offering the host an opportunity to look at their own operations expertise. The company will offer:

The Host Internship Location – a multifamily community

Intern Supervisor – an on-site professional who will work closely with the intern on a daily basis and together complete the Internship Checklist.

Corporate Sponsor – a company executive who will provide necessary oversight for the week.

The sponsoring community must agree to provide the daily support and attention to complete the Checklist elements – using the community itself, its staff and its daily operations as a “laboratory” for experiential learning. It is recommended that the company review the checklist prior to committing to sponsorship.

NALP Internship Program Guidelines

Timeline

A week-long timeline has been established with a detailed Checklist. Days of the week are “recommended” to gradually expose the intern to the scope of the work at the community. The days are divided into skills and knowledge areas, with blanks for checks and comments. Midweek days are very full, with more time allowances on days 1 and 5.

The Value Proposition

On the final day of the internship, the NALP candidate must complete the two-page Value Proposition form. This is a critical document that identifies for the intern the value in the duties and responsibilities of the leasing professional. The intern will calculate impacts on traffic, closing and turnover as well as critical roles in resident retention, market position and service. The Intern Supervisor should assist the intern in completing the document.

NAAEI Support

The Institute will support all parties involved in the internship and should receive the completed Checklist and Value Proposition. The student’s record will reflect completion of these elements prior to final testing.

NALP Internship Checklist

This document records the intern's completion of specific learning and functional goals.

Intern Name:		ID Number:		
Internship Location:		Internship Supervisor:		
Corporate Sponsor:		Internship Dates:		
Day 1 Complete:		Day 2 Complete:		
Day 3 Complete:		Day 4 Complete:		
Day 5 Complete:		Rating: <input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory		
Authorizations				
Supervisor:		Intern:		
Function/Area	Learning Goals	Recommend Day	Actual Day	Comments
Office Administration	Basic office functions & daily processes	1		
	Fair housing & other compliance requirements	1		
	Lease contract & addenda, file management	1		
	Basic payables and receivables processing	1		
	Navigate property website	1		
	Shadow Manager	1		
Physical Property	Shadow Assistant Manager	1		
	Walk the entire Property	1		
	Learn & evaluate curb appeal	1		
Teamwork	Learn & evaluate marketing corridor	1		
	Meet & interact with each staff member	1		
	Perform daily phone service – all callers	1		
Telephone Skills	Record and report calls as needed	2		
	If available, listen & evaluate call recordings	2		
	Shop comps by phone, complete NALP shop form	2		

Function/Area	Learning Goals	Recommend Day	Actual Day	Comments
Greeting & Qualifying	Practice in person greeting	2		
	Complete guest cards	2		
	Learn to select unit to tour based on prospect's needs & availability	2		
Creative Demonstration	Shadow Leasing Consultant demonstration	2		
	Assess effectiveness using NALP shop form	2		
	Provide one complete accompanied demonstration	2		
Closing the Sale	Shadow Leasing Consultant closing process	2		
	Assess effectiveness with Leasing Consultant	2		
	Identify personal preferred closing techniques	2		
	Practice closing techniques with staff	2		
	Provide accompanied close in actual visit	2		
Prospect Follow-Up	Review the current follow-up processes in place	2		
	Conduct follow-up with prospects	2		
	Become familiar with the lease application	2		
Processing & Screening Applications	Understand prospect criteria & screening models	2		
	Be able to articulate criteria in role play with Leasing Consultant	2		
	Work with employee while screening applicants	2		
Marketing & Sales – Generating Traffic	Learn property market & leasing goals	3		
	Review Weekly Traffic Report; Traffic Sources, Traffic Tracking	3		
	Discuss Traffic Analysis with Leasing Consultant, Review all ads, all media, discuss response	3		

Function/Area	Learning Goals	Recommend Day	Actual Day	Comments
Electronic Outreach & Response	Learn electronic messaging & branding	3		
	Evaluate value for qualified traffic	3		
	Respond to electronic traffic to office, perform email/text reply	3		
Competitive Marketing	Learn & evaluate competitors, compare pricing, units, property features, policies	3		
	Identify competitive advantages & challenges	3		
	Make recommendations for positive change	3		
Off Site Marketing & Outreach	Learn to identify local sources for prospects using software reports & guest cards	3		
	Explore the area's businesses, employers and partners by discussion and drive-by	3		
	Evaluate previous outreach with Leasing Consultant	3		
	Make recommendations for new outreach ideas	3		
	Pre-walk move-ins with Leasing Consultant	4		
Customer Service – Move Ins	Prepare move-in packets, gifts, materials	4		
	Learn move-in protocol	4		
	If possible, observe new resident contract signing & move-in	4		
Customer Service – Residents	Learn all details of the property customer service program	4		
	Review all resident communications	4		
	Take resident calls & handle resident visits	4		

Function/Area	Learning Goals	Recommend Day	Actual Day	Comments
Renewals & Resident Retention	Review current renewal process	4		
	View renewal reports & communication tools	4		
	Assist with securing renewals through resident contact, reporting	4		
	If possible, assist in response to new NTV	4		
	If possible, walk newly vacated units for unit condition assessment	4		
Work Order Management & Service	Shadow maintenance technicians	5		
	Learn the work order process from incoming order to follow-up & recording	5		
	Learn proper questioning technique to identify issues	5		
Technology & Software	Take & write orders, give to staff, post completions	5		
	Make follow-up calls to residents	5		
	Learn basic functions of property management software	5		
Teamwork	Understand value, review reporting	5		
	Learn the leasing functionalities, including automated revenue features	5		
	Participate in team meeting	5		
The NALP Value Proposition	Complete the NALP Value Worksheet & review with Internship Sponsor	5		

NALP Value Proposition *(to be completed by Intern)*

Total Units At Property:	Total Monthly Market Rent: \$	Average Market Rent per Unit: \$	E
-----------------------------	----------------------------------	-------------------------------------	----------

For these calculations you may want to consider year-to-date totals to calculate monthly averages

Average pieces of In Person Traffic per month	
Average net leases per month	A
Average closing ratio per month (Net leases/in person traffic)	%
My most important role with an in person prospect is:	

Average number of Phone Traffic per month	
Average number of Calls that result in visits per month	B
Average ratio of calls that result in visits per month (callers that visit/total callers)	%
My most important role with a prospect call is:	

This community's strongest competitive advantage is:
This community's most significant challenge is:

Total number of resident work orders called in per month	
Total number of resident work orders completed per month	
My most important role with a resident work order is:	

NALP Value Proposition

My most important role with a current resident is:

Average number of move outs per month	C
Average annualized number of move-outs per year	
Average annual turnover percentage (Annual move-outs/total units)	%
My most important role when contacting a resident submitting a notice to vacate is:	

My Value Proposition

If I improve closing ratio by an additional 10% = how many more leases per month (A x 10%)

+

If I improve my phone-to-visit ratio by an additional 10% = how many more visits per month (10% of B)

If I reduce turnover by an additional 10% = how many fewer move-outs per month (C-10%)

+

My Value added: (see above)

More Leases + Saved Move-outs = Added Occupied Units
at Average per Unit Market Rent
equals monthly added income to community (D times E)

D

E

F

Additional Annual Income I can add to the community (F times 12)

Date Value Proposition Completed:

Intern Name:

Signature:

Intern Supervisor Name:

Signature:

Intern Closing Comments:



4300 Wilson Blvd., Suite 400
Arlington, VA 22203
703/518-6141 FAX 703/248-8370
education@naahq.org
www.naahq.org

Apartment Maintenance Careers



Fast Facts

Job Descriptions

Career Paths

Skill Standards

CAMT Features and Benefits

Job Shadow Guide

Maintenance Career Fast Facts

Current economic data indicates that the need for apartment maintenance technicians will only increase in the next decade:

- Approximately 35% of U.S. households are renter households, a 4% increase from 2004
- It is predicted that over the next decade the percentage of renter households is likely to rise by 360,000-470,000 annually
- The apartment industry employs over 1 million professionals
- The employee turnover rate for apartment maintenance professionals is 35%
- The apartment industry will continue to need new employees for the following reasons:
 - Replacement of retiring employees
 - Replacement of employees who leave the industry
 - Expansion of the number of apartment renters and new apartment development and construction (after over three years of no new commercial real estate development, currently, the only commercial real estate segment significantly involved in new development is the apartment industry)
 - Redevelopment of aging apartment communities
 - Smart growth bringing workers closer to places of employment
 - Increase in seniors opting for age-restricted retirement or senior communities

Maintenance Career Fast Facts

Apartment maintenance is a career path with unlimited potential:

- The national median for total compensation for a maintenance technician is \$32,300 and for a maintenance manager is \$42,200
- Maintenance technicians are often on call evenings and weekends and earn overtime pay
- Most maintenance technicians receive benefits such as: medical, dental, vision, life insurance and a 401K plan
- Some maintenance technicians are required to live at the apartment community where they work or have the opportunity to live at another community managed by the company. Companies may offer a rent benefit that can range from a 20% discount to free rent (if required to live at an apartment community)
- Most companies offer training opportunities to help employees advance in their career to Maintenance Manager, Maintenance Supervisor and even regional and corporate maintenance positions

Maintenance Career Fast Facts

The profile of a typical Apartment Community is:

- 260 apartment homes
- Six on site staff positions
 - Apartment Manager
 - Assistant Manager
 - 2-3 Maintenance Technicians
 - 1-2 Leasing Consultants
- An annual budget of \$2.7 million
- A real estate asset valued at over \$20 million

Apartment maintenance technicians are the backbone of every apartment community!

- The NUMBER 1 reason why an apartment resident renews a lease is satisfaction with the maintenance team's quick and accurate response to service requests.



Apartment Maintenance Job Descriptions

Sample Job Description

Maintenance Technician

A Maintenance Technician is responsible for keeping the appearance of the property in excellent condition, both inside and out. There are no typical days, as change is a constant. Daily responsibilities could include running work orders (electrical, plumbing, HVAC, etc.), appliance repairs and exterior maintenance. In addition, maintenance technicians often have to respond to after hour emergencies. Therefore, being on-call is part of the job responsibilities.

Skill Set

- Ability to use power tools
- Communication (Written follow-up, ability to explain solutions to resident issues, etc.)
- Organization (Keeping track of work orders and keys)
- Ability to multitask (Handle and prioritize everyday work orders and emergencies)

Personality Traits

- Friendly (Willing to assist residents in need)
- Caring (Empathetic to resident problems)
- Ownership (Takes responsibility and pride in their work)
- Self-Motivated (Able to work/troubleshoot independently)

Previous Job Experience

- Contractors (Plumbing, electrical, HVAC, general, painters, etc.)
- Construction workers
- Mechanics

Education

- Associate's degree from technical college desirable
- Trade certifications desirable
- High school diploma required

Apartment Maintenance Job Descriptions

Sample Job Description

Maintenance Manager

Much like a Maintenance Technician, the Maintenance Manager is also responsible for the physical operations of the building and maintaining curb appeal. The Maintenance Manager also leads the maintenance team by being a mentor and a leader. He/she will have the responsibility of managing the maintenance budget in coordination with the Property Manager. Additionally, the Maintenance Manager is responsible for maintaining inventory and coordinating with vendors.

Skill Set

- Excellent Communication (Ability to conduct follow-up with residents and explain emergency situations to management team)
- Organization (Manage work orders and team effectively)
- Proficient Computer Skills (Manage budget, e-mail correspondence, etc.)
- Mastery of appliances, electrical, HVAC and plumbing
- Universal CFC Certification

Personality Traits

- Friendly (Able to engage in conversations with residents)
- Pro-Active (Ability to determine potential building issues and complete work as necessary)
- Trouble Shooter (Ability to analyze and resolve complex problems)

Previous Job Experience

- Building engineer
- Contractor
- Foreman

Education

- Associate's or Bachelor's degree desirable
- Trade certifications desirable
- High school diploma required

Apartment Maintenance Technician Career Path

Contractor

Construction Worker

Mechanic

Maintenance Technician

Entry-Level

Maintenance Technician

Mid-Level - Under 400 Units

Maintenance Technician

Mid-Level - Over 400 Units

Maintenance Manager
Under 400 Units

Maintenance Trainer
Assist with New Techs

Maintenance Manager
Over 400 Units

Regional
Maintenance
Manager

Oversee Maintenance Supervisors of
Several Properties

Apartment Maintenance Manager Career Path

Building Engineer

Contractor

Foreman

Maintenance Manager

Under 400 Units

Maintenance Manager
Over 400 Units

Maintenance Trainer
Assist with New Techs

Regional Maintenance Manager

Oversee Maintenance Supervisors of Several Properties

Skill Standards for Maintenance Technicians

1. Compliance	Performance Indicators
<p><i>Key Activity 1.1</i> <i>Performs maintenance activities in a safe and healthful manner</i></p>	<ul style="list-style-type: none"> • Safety records show that the employee implements company policies and procedures concerning safety (e.g., fire, emergency response, first-aid, universal precautions, utility shutoffs, eye wash stations, safety showers, Material Safety Data Sheets) • Safety records indicate vendors are required to comply with regulations and company safety requirements • Documentation indicates consistent compliance with regulations (e.g., lock-out tag-out, personal protective equipment, respirator protection) • Documentation indicates consistent compliance with regulations pertaining to swimming pools and spas
<p><i>Key Activity 1.2</i> <i>Abides by company policies and fair housing regulations</i></p>	<ul style="list-style-type: none"> • Documentation indicates consistent compliance with regulations (e.g., apartment modifications, accommodations, communication, service requests, vendor services) • Observations indicate appropriate response to residents and prospects
<p><i>Key Activity 1.3</i> <i>Implements current local, state, and national codes when performing maintenance</i></p>	<ul style="list-style-type: none"> • Documentation indicates consistent compliance with permitting requirements • Documentation indicates consistent compliance with applicable building codes (e.g., local, state, national) • Documentation indicates consistent compliance with regulations (e.g., HVAC, plumbing, electrical, appliances) and requirements for licensure or certification in trades • Safety records show periodic fire sprinkler inspections
<p><i>Key Activity 1.4</i> <i>Complies with local, state, and federal regulations concerning environmental issues</i></p>	<ul style="list-style-type: none"> • Documentation indicates consistent compliance with environmental regulations (e.g., Environmental Protection Agency (EPA), waste management, storm and waste water management) • Observations indicate regular and appropriate use of MSDS • Documentation indicates appropriate response when spills and other problems occur • Documentation indicates essential precautions are taken for handling, using, storing, and disposing of hazardous materials • Documentation indicates that residents are appropriately educated on the requirements for disposing of hazardous materials and caring for surfaces containing lead-based paint

<p><i>Key Activity 1.5</i> <i>Identifies, recommends, and implements corrective measures that minimize personal and property damage</i></p>	<ul style="list-style-type: none"> • Documentation indicates consistent compliance with regulations, company policy and procedure, and insurance requirements • Documentation indicates regular property inspections using established checklists and communication protocols • Documentation indicates consistent compliance with the company key control policy and procedures
<p><i>Key Activity 1.6</i> <i>Reports and documents maintenance activities in adequate detail</i></p>	<ul style="list-style-type: none"> • Files contain sufficient documentation of inspections, incidents, service requests, and maintenance activities • Files contain logs for pools, snow and ice removal, lights, vehicles, mold, and refrigerants
<p>2. Facilities Operations</p>	<p><i>Performance Indicators</i></p>
<p><i>Key Activity 2.1</i> <i>Actively participates in daily meetings of the maintenance team to organize and assign duties</i></p>	<ul style="list-style-type: none"> • Actively participates in daily meetings of the maintenance team to organize and assign duties • Meeting agendas indicate appropriate topics are addressed, adequate knowledge of facility needs, company policy and objectives, and effective time management • Observation indicates leadership ability and knowledge of staff capabilities
<p><i>Key Activity 2.2</i> <i>Maintains curb appeal</i></p>	<ul style="list-style-type: none"> • Appearance of the facility(ies) is consistent with company standards • Documentation indicates that opening and closing procedures are followed routinely • Documentation indicates that issues related to safety and hazards are observed, noted, and dealt with appropriately
<p><i>Key Activity 2.3</i> <i>Maintains recreational facilities</i></p>	<ul style="list-style-type: none"> • Documentation indicates that recreational facilities are inspected and maintained so they operate as intended • Documentation indicates consistent compliance with policies for operating and maintaining lighting, locks, and other components of common areas • Documentation indicates that water in pools, spas, and other water features are treated appropriately

<p><i>Key Activity 2.4</i> <i>Responds to maintenance requests competently</i></p>	<ul style="list-style-type: none"> • Service request records indicate that corrective measures are consistent with the basic principles of electrical, plumbing, mechanical, irrigation, HVAC, carpentry, painting and drywall, roofing, flooring, and appliance systems • Observation of the facility(ies) indicates safe and effective pest control • Observation of the facility(ies) indicates that landscaping adheres to company policy and requirements for the safe and effective use of landscaping chemicals and equipment • Follow-up records with residents indicate satisfactory customer service • Documentation indicates consistent compliance with company policies concerning locks and keys
<p><i>Key Activity 2.5</i> <i>Manages vendors and vendor services</i></p>	<ul style="list-style-type: none"> • List of company-approved vendors is kept up to date with evaluation of quality and timeliness of vendor services • Documentation indicates compliance with company procedures for specifying work to be performed by vendors • Documentation indicates inspection of vendor projects with appropriate feedback to vendors
<p><i>Key Activity 2.6</i> <i>Brings apartment homes to ready-to-rent status</i></p>	<ul style="list-style-type: none"> • Brings apartment homes to ready-to-rent status • Documentation indicates consistent compliance with company policy, procedure, and standards related to ready-to-rent maintenance services • Records indicate that ready-to-rent services are consistent with the basic principles of electrical, plumbing, mechanical, irrigation, HVAC, carpentry, painting and drywall, roofing, flooring, pest control, landscaping, appliance, electronic device, and locking systems • Documentation and observation indicate appropriate use of parts, materials, and tools • Documentation indicates appropriate management of timelines, vendors, and maintenance staff
<p><i>Key Activity 2.7</i> <i>Manages a program of preventive maintenance</i></p>	<ul style="list-style-type: none"> • Documentation indicates consistent compliance with the company's policy and procedure related to preventive maintenance • Documentation indicates consistent compliance with pertinent codes and regulations and manufacturer guidelines • Records indicate that preventive maintenance services are consistent with the basic principles of electrical, plumbing, mechanical, irrigation, HVAC, carpentry, painting and drywall, roofing, flooring, pest control, landscaping, appliance, electronic device, and locking systems

3. Training & Team Management	Performance Indicators
<p><i>Key Activity 3.1</i> <i>Follows an ongoing program that builds professional and technical skills</i></p>	<ul style="list-style-type: none"> • Documentation indicates training offered by competent sources addresses the needs of the individual and company • Observation indicates ethical dilemmas are resolved in accordance with prevailing standards of conduct • Observation indicates patterns of behavior are appropriate within the apartment community • Observation indicates that newly acquired knowledge and skill are applied on the job
<p><i>Key Activity 3.2</i> <i>Automates work when possible</i></p>	<ul style="list-style-type: none"> • Observation indicates compliance with company policy and procedures concerning the use of computers • Observation indicates facility with word processors, spreadsheets, databases • Observation indicates facility with the Internet, including search engines, accessing credible Web sites, common procedures for ordering equipment and supplies online, and online training • Observation indicates facility with electronic mail systems • Observation indicates facility with common computer hardware
<p><i>Key Activity 3.3</i> <i>Serves as a positive role model</i></p>	<ul style="list-style-type: none"> • Observation indicates support for the company's mission, vision, culture, and core values • Team member comments indicate appropriate leadership and sound, mature judgment
<p><i>Key Activity 3.4</i> <i>Demonstrates appropriate patterns of behavior, communication, and appearance</i></p>	<ul style="list-style-type: none"> • Observation indicates support for the company's mission, vision, policies, procedures, and prevailing standards for behavior and appearance • Observation indicates a positive attitude about compliance with Fair Housing, EEOC, and other employment laws and regulations • Clothing, behavior, and communication are appropriate for job responsibilities, including supervisory duties
<p><i>Key Activity 3.5</i> <i>Communicates effectively with various internal and external customers</i></p>	<ul style="list-style-type: none"> • Observation indicates communication is appropriate for different situations and individuals • Feedback from various individuals (residents, co-workers, supervisors) indicates clear understanding and productive relationships are achieved • Observation indicates that company standards for communication are met consistently

<p><i>Key Activity 3.6</i> <i>Cooperates with and demonstrates respect for team members</i></p>	<ul style="list-style-type: none"> • Observation indicates behavior is consistent with company policy, procedure, culture, and core values • Observation indicates behavior is consistent with owner's objectives • Feedback from team members indicates effective team building, motivation, coaching, and mentoring • Observation indicates effective leadership
<p><i>Key Activity 3.7</i> <i>Provides targeted and effective on-the-job training</i></p>	<ul style="list-style-type: none"> • Documentation indicates that on-the-job training meets the skill deficits of team members • Feedback indicates on-the-job training is individualized to team members' learning styles • Observation indicates effective use of a variety of teaching styles (e.g., learning by doing, hands-on learning) • Observation indicates effective coaching and mentoring • Observation indicates effective assessment of team member needs and learning through on-the-job training
<p><i>Key Activity 3.8</i> <i>Builds effective team by participating in the hiring process</i></p>	<ul style="list-style-type: none"> • Observation indicates that employment recommendations are consistent with the owner's goals and objectives, company policy, procedure, culture, and core values • Documentation indicates consistent compliance with the company's established hiring and interviewing process • Documentation indicates consistent compliance with applicable employment laws and regulations • Observation indicates that hiring recommendations meet the skill needs of the team
<p>4. Project Management</p>	<p><i>Performance Indicators</i></p>
<p><i>Key Activity 4.1</i> <i>Coordinates capital projects effectively</i></p>	<ul style="list-style-type: none"> • Project documentation indicates knowledgeable analysis of existing assets, materials and systems • Specifications indicate understanding of materials and methods that are appropriate to capital needs and objectives • Observation indicates competent reading of blueprints and other project documents • Observation indicates effective communication of project elements to owner
<p><i>Key Activity 4.2</i> <i>Estimates time and material effectively</i></p>	<ul style="list-style-type: none"> • Project documentation indicates consistent verification of measurements and materials specified by contractors and team members • Observation indicates knowledge of market conditions as they affect the availability and pricing of goods and services • Documentation indicates knowledge of specialized equipment and regulations • Documentation indicates consistent compliance with budget limitations

<p><i>Key Activity 4.3</i> <i>Manages the bidding process fairly and effectively</i></p>	<ul style="list-style-type: none"> • Documentation indicates consistent compliance with prevailing business ethics, bidding process and bidding procedures • Observation indicates familiarity with qualified and experienced contractors in the community • Documentation indicates correct implementation of prequalification procedures • Observation indicates the evaluation of bids relative to the expressed scope of work and selection criteria • Observation indicates effective use of negotiation strategies • Observation indicates reasonable understanding of common terms of contracts
<p><i>Key Activity 4.4</i> <i>Displays permits as required</i></p>	<ul style="list-style-type: none"> • Documentation indicates permits are displayed in compliance with codes and regulations • Documentation indicates appropriate preinspections to ensure projects meet codes and regulations
<p><i>Key Activity 4.5</i> <i>Checks material specifications to confirm deliveries</i></p>	<ul style="list-style-type: none"> • Documentation indicates compliance with procedures for confirming and accepting deliveries • Observation indicates deliveries are communicated appropriately • Documentation indicates essential knowledge of project specifications, material needs and schedules
<p><i>Key Activity 4.6</i> <i>Supervises projects and contractors effectively</i></p>	<ul style="list-style-type: none"> • Observation indicates frequent inspection of projects relative to the planned scope of work, quality requirements and deadlines • Documentation indicates communication with contractors is sufficiently frequent and focused on issues and concerns • Documentation indicates appropriate response when safety violations occur • Observation indicates skill in managing contractors, vendors and team members
<p><i>Key Activity 4.7</i> <i>Communicates with project stakeholders to ensure understanding and resolve issues</i></p>	<ul style="list-style-type: none"> • Communication indicates thorough knowledge of project components • Observation indicates communication is appropriate for different individuals, purposes and settings • Observation indicates thorough understanding of company objectives, requirements, risks and standards • Documentation indicates concern for appropriate management of risk and liability • Observation indicates a desire to solve problems

Key Activity 4.8
Approves final
payments after
inspection of
completed project

- Documentation indicates thorough inspection of completed projects, using project specifications and contract documents, before authorizing payment
- Observation indicates a desire to solve problems
- Observation indicates ability to communicate effectively with various individuals in a variety of settings
- Documentation indicates consistent compliance with established approval procedures

5. Financial Management

Performance Indicators

Key Activity 5.1
Identifies trends,
researches new
technologies and
makes informed
recommendations

- Observation indicates facility with computers
- Observation indicates understanding of the components of a budget, construction practices, current technologies, property history and trends, and owner's goals and objectives
- Documentation indicates consistent compliance with established procedures for recommending projects
- Documentation indicates ability to extract meaningful information from property history and trends and make realistic forecasts about economic trends and the needs of the property and company
- Documentation indicates accuracy in performing typical budget calculations

Key Activity 5.2
Manages the
maintenance
budget effectively

- Documentation indicates accuracy in tracking expenditures
- Observation indicates accurate interpretation of common financial reports
- Documentation indicates careful monitoring, accurate forecasting, and reasonable decision making as adjustments are required
- Observation indicates consistent application of the owner's goals and objectives
- Observation indicates reasonable control over expenses and inventory

Key Activity 5.3
Makes cost effective
repair/replace decisions

- Observation indicates thorough understanding of company policy and procedure, quality standards, and the needs of residents
- Documentation indicates well reasoned analysis of the cost of parts, repairs, scheduling options, and labor relative to the life expectancy of various options and products
- Documentation indicates reasonable decision making that balances the needs and concerns of stakeholders

CAMT Training Goals, Features and Benefits

Course Goals

The National Apartment Association Education Institute (NAAEI), the education arm of the National Apartment Association (“NAA”), has developed a new training curriculum to help maintenance professionals obtain the Certificate for Apartment Maintenance Technicians (CAMT) certificate.

Both state and local affiliates of the NAA will be able to purchase this new program and offer it to maintenance professionals who want to:

- Increase their technical, business, and personal development skills
- Improve their on-the-job performance
- Earn the CAMT certificate

This training has both classroom and online training components.

Target Audience

- Apartment maintenance employees with a minimum of one year apartment maintenance experience.

Course Goals

- To create one training program that will give learners the skills and knowledge they’ll need to become successful maintenance technicians, as well as to earn their CAMT certificate.

CAMT Training Goals, Features and Benefits

Course Goals

Course Goals

- To design a flexible and modular curriculum that will allow affiliates to offer individual CAMT courses throughout the year, and learners can either take all CAMT courses or only take the courses they need.
- To provide the right level of instruction for all CAMT skill standards, with the most important standards being covered in depth and the rest being treated as “survey” topics.
- To pave a career path for maintenance professionals and to professionalize the CAMT credential.
- To help “create” an employee whom companies will value more in terms of pay, benefits, and other forms of recognition and to reduce turnover in the job.

Course Goals

CAMT Training includes seven courses, totaling 90 hours: the five technical courses consist of hands-on classroom training followed by online practice scenarios; the two non-technical courses consist of online learning followed by online practice scenarios.

CAMT Training Goals, Features and Benefits

Key Features

Non-Technical Courses

The two non-technical courses are taught entirely online, allowing learners to take each course at their own convenience and at their own pace. After learning the new content in each course, students will go through a set of scenarios in which they evaluate the performance of maintenance technicians in realistic situations, then rate them on a set of criteria related to the learning points in the course. These scenarios not only allow learners to reflect on what they have learned, so they are more likely to apply what they have learned on the job, but they also give learners concrete examples of what not to do, so they know what to avoid as well.

Inside the Apartment Business

2 Hours of Online Content with 1/2 Hour of Online Practice Scenarios

Inside the Apartment Business offers learners an overview of the apartment industry and the maintenance professional's role in contributing to a community's success.

- Maintaining the Community
- Safety First
- Compliance Matters
- Customer Service
- Practice Scenarios

CAMT Training Goals, Features and Benefits

Key Features

People, Projects and Profits

2 Hours of Online Content with 1/2 Hour of Online Practice Scenarios

People, Projects, and Profits gives learners the professional skills they will need to take their performance on the job to the next level.

- People
- Projects
- Profits
- Practice Scenarios

Future of HVAC

1 Hours of Online Content

Heating, Ventilation and Air Conditioning Maintenance and Repair course is composed of Heating Maintenance and Repair, Air Conditioning Maintenance and Repair and The Future of Air Conditioning in the Apartment Industry.

- Save it or Replace it?
- EPA: What You Should Know About Refrigerants
- 13 SEER
- HCFC-22
- R-410a
- R407c
- Oils
- Clean Air Act

CAMT Training Goals, Features and Benefits

Key Features

Technical Courses

The five technical courses take place in the classroom, with an instructor presenting core concepts and procedures, as well as leading course participants through reinforcing learning activities. These activities will range from discussions, to solving “what if” scenarios, to hands-on activities. Instructors will have written guides to help them deliver the class; participants will have guides to help them absorb the material.

After each course, learners will go online to go through practice scenarios for that course. These scenarios let learners play the role of a maintenance technician in realistic scenarios. They will make decisions to prioritize, diagnose, and repair problems, just as they would on the job. However, in these scenarios, learners will be able to practice new things in a safe environment, where they won’t hurt themselves or residents or cause property damage. Additionally, learners will be able to ask questions and get feedback as they go along.

We highly recommend that you offer these technical CAMT modules in the following sequence. Each module builds on concepts learned in previous modules. The only exception is Interior and Exterior Maintenance and Repair which can be offered at any time during the course:

* Interior and Exterior Maintenance and Repair
(may be offered at any time)

1. Electrical Maintenance and Repair
2. Plumbing Maintenance and Repair
3. Heating, Ventilation, and Air Conditioning
Maintenance and Repair
4. Appliances Maintenance and Repair

CAMT Training Goals, Features and Benefits

Key Features

Electrical Maintenance and Repair

21 Hours of Classroom Training with 1/2 Hour of Online Practice Scenarios

The **Electrical Maintenance and Repair** course provides the solid foundation in electrical work that learners must have to be successful on the job, especially when working with appliances and HVAC.

- Roles and responsibilities in electrical maintenance and repair
- Electrical basics and terms
- Electrical Safety
- Main service panels
- Wall switches
- Receptacles
- Incandescent and fluorescent light fixtures
- Smoke alarms

Plumbing Maintenance and Repair

14 Hours of Classroom Training with 1/2 Hour of Online Practice Scenarios

The **Plumbing Maintenance and Repair** course teaches students how to maintain and repair plumbing systems and fixtures.

- Roles and responsibilities in plumbing maintenance and repair
- Plumbing basics and terms
- Plumbing safety
- Tools and equipment for plumbing repairs
- Shut off valves
- Plumbing pipes and fittings
- Faucets and sinks
- Garbage disposals
- Tubs and showers
- Toilets
- Drains
- Water Heaters

CAMT Training Goals, Features and Benefits

Key Features

Heating, Ventilation, and Air Conditioning Maintenance and Repair

Heating: 9 hours of Classroom Training with 1/2 Hour of Online Practice Scenarios

Air Conditioning: 16 hours of classroom Training with one hour of Online Practice Scenarios

Heating, Ventilation and Air Conditioning Maintenance and Repair course is composed of Heating Maintenance and Repair, Air Conditioning Maintenance and Repair

- Roles and responsibilities in maintaining and repairing heating
- Heating safety
- Tools and equipment for heating repairs
- Air distribution
- Electric furnaces
- Electric baseboard heating
- Gas furnaces
- Hydronic heating
- Roles and responsibilities in air conditioning maintenance and repair
- Air conditioning safety
- Tools and equipment for air conditioning repairs
- Refrigerants and their special properties
- The air conditioning system
- Simple fixes
- Refrigerant system repairs
- Air distribution system repairs

CAMT Training Goals, Features and Benefits

Key Features

Appliances Maintenance and Repair

14 Hours of Classroom Training with 1/2 Hour of Online Practice Scenarios

The **Appliances Maintenance and Repair** course teaches students how to install, diagnose and repair the key appliances that they will encounter on the job.

- Roles and responsibilities in appliance maintenance and repair
- Diagnosing appliance problems
- Appliance safety
- Tools and equipment for appliance repairs
- Clothes dryers
- Clothes washers
- Ovens and cooktops
- Dishwashers
- Refrigerators

Interior and Exterior Maintenance and Repair

7 Hours of Classroom Training with 1/2 Hour of Online Practice Scenarios

The **Interior and Exterior Maintenance** course gives learners what they need to know to keep the interior and exterior of the buildings on their property in excellent shape, both through repair and preventive maintenance.

- Make-ready maintenance
- Caulking
- Ceilings and walls
- Locks
- Tile
- Other interior maintenance topics identified during discussions
- Curb appeal
- Swimming pool area safety
- Inspections of building exteriors

CAMT Training Goals, Features and Benefits

Key Benefits

Our Classroom Learning Approach...

- Clarifies the **roles and responsibilities** of the maintenance technician (the “what”) for each lesson or topic.
- Presents the lesson’s key concepts and content with an **emphasis on motivation** (the “why” of doing something) **and on-the-job application** (the “how” of doing something).
- Has participants complete **focused and relevant learning activities**—such as a story problem or a directed small group discussion—not only to reinforce the concepts and content presented in the lesson, but also to show them **how to apply the lesson** back on the job.
- Has learners review and reflect at several points in the course to **increase the likelihood of training retention and transfer**.
- Directs learners to **post-training resources** they can use to reinforce what they’ve learned in the course.

Our Online Learning Approach...

- Lets learners take courses at their own pace, at their own convenience, and allows learners to return to the courses at any time.
- Presents non-technical information in the context of the job, so learners can see why the content is important and how they will use it on the job.
- Shows the consequences of mistakes and missed opportunities that a maintenance technician might make by not knowing and using the information provided.
- Gives real-world stories and examples so learners can see how what they are learning relates to their day-to-day work.

CAMT Training Goals, Features and Benefits

Key Benefits

Our Online Scenarios... For Technical Courses

- Give learners experience handling difficult situations, like those they will face on the job.
- Give learners a safe place to practice, where they can't hurt themselves or others or damage or destroy property.
- Improve transfer of what was learned in the course by situating the content in real world experiences.
- Increase learner understanding by offering answers to key questions and feedback.

Our Online Scenarios... For Non- Technical Courses

- Increase comprehension by providing an opportunity for learners to reflect on what they have learned.
- Increase retention by asking learners to evaluate the performance of maintenance technicians on a set of criteria based on key learning points.
- Increase transfer by showing the content in the context of realistic situations, demonstrating both what to do and what not to do.
- Increase learner understanding by offering answers to key questions and feedback.

CAMT Module Suggested Instruction Time

	Interior & Exterior Maintenance and Repair Approximately 7 ½ hours. If teaching a full-day session, include two 15-minute breaks and a one hour lunch. If teaching a half-day session, include at least one 15-minute break.	
<i>Day 1</i>	<i>Time Needed</i>	<i>Topic</i>
	30 mins	Welcome and Introduction
	60 mins	Make-Ready Maintenance
	30 mins	Caulking
	2 hrs 30 mins	Ceilings and Walls
	40 mins	Locks
	50 mins	Tile
	45 mins	Open Discussion: Interior Maintenance and Repair
	30 mins	Curb Appeal and Building Inspections
	15 mins	Key Takeaways, Action Plan, and Wrap-up
	Electrical Maintenance and Repair Approximately 18 hours, typically delivered over three 6 hour sessions.	
<i>Day 1</i>	<i>Time Needed</i>	<i>Topic</i>
	30 mins	Welcome and Introduction
	30 mins	Electrical: You Are Here

CAMT Module Suggested Instruction Time

	15 mins	Comparing Electricity with Plumbing
	30 mins	Key Electrical Terms
	60 mins	Electrical Safety
	45 mins	The Electrical System: From Power Plant to Apartment Community
	60 mins	Electrical Circuits
	30 mins	Key Tools for Electrical Repairs
	60 mins	Multimeters
<i>Day 2</i>	<i>Time Needed</i>	<i>Topic</i>
	90 mins	Electrical Wires
	60 mins	Main Service Panels, Fuses, and Circuit Breakers
	2 hrs 30 mins	Wall Switches
<i>Day 3</i>	<i>Time Needed</i>	<i>Topic</i>
	90 mins	Receptacles
	45 mins	GFCI Receptacles
	75 mins	Incandescent Light Fixtures
	90 mins	Fluorescent Light Fixtures
	15 mins	Smoke and Carbon Monoxide Detectors
	30 mins	Key Takeaways, Action Plan, and Wrap-up

CAMT Module Suggested Instruction Time

	Plumbing Maintenance and Repair Approximately 16 hours, typically delivered over two full-day sessions.	
<i>Day 1</i>	<i>Time Needed</i>	<i>Topic</i>
	30 mins	Welcome and Introduction
	30 mins	Plumbing: You are Here
	15 mins	Plumbing Basics
	30 mins	Plumbing Safety
	30 mins	Key Plumbing Tools
	30 mins	Shut-Off Valves
	2 hours	Pipes and Fittings
	2 hrs 30 mins	Faucets and Sinks
	1 hour	Garbage Disposals
<i>Day 2</i>	<i>Time Needed</i>	<i>Topic</i>
	1 hour	Tubs and Showers
	3 hours	Toilets
	1 hr 15 mins	Drains
	2 hours	Water Heaters
	30 mins	Key Takeaways, Action Plan, and Wrap-Up

CAMT Module Suggested Instruction Time

	Heating Systems Maintenance and Repair Approximately nine hours, typically delivered in two half-day sessions.	
<i>Day 1</i>	<i>Time Needed</i>	<i>Topic</i>
	30 mins	Welcome and Introduction
	30 mins	Heating: You Are Here
	30 mins	Heating Safety
	15 mins	Key Heating Tools
	15 mins	Heating Basics
	1 hour	Air Distribution
<i>Day 2</i>	<i>Time Needed</i>	<i>Topic</i>
	1 hour	Electric Furnaces
	45 mins	Electric Baseboard Heating
	1 hour	Gas Furnace Heating
	1 hr 30 mins	Hydronic Heating
	30 mins	Key Takeaways, Action Plan, and Wrap-Up

CAMT Module Suggested Instruction Time

	Air Conditioning Maintenance and Repair Approximately 16 hours, typically delivered over three or four sessions.	
<i>Day 1</i>	<i>Time Needed</i>	<i>Topic</i>
	30 mins	Welcome and Introduction
	30 mins	Air Conditioning: You Are Here
	45 mins	Air Conditioning Safety
	30 mins	Key Air Conditioning Tools
	45 mins	Refrigerants and Their Special Properties
	1 hr 30 mins	The Air Conditioning System
	45 mins	Simple Fixes
<i>Day 2</i>	<i>Time Needed</i>	<i>Topic</i>
	4 hrs 30 mins	Refrigeration Cycle Repairs
<i>Day 3</i>	<i>Time Needed</i>	<i>Topic</i>
	3 hours	Electrical System Repairs
	1 hour	Air Distribution System Repairs
	30 mins	Unit Replacement
	30 mins	SEER 13
	30 mins	Problems and Solutions Grid
	30 mins	Key Takeaways, Action Plan, and Wrap-Up

CAMT Module Suggested Instruction Time

	Appliance Maintenance and Repair Approximately 16 hours, typically delivered over two full-day sessions.	
<i>Day 1</i>	<i>Time Needed</i>	<i>Topic</i>
	30 mins	Welcome and Introduction
	30 mins	Appliances: You Are Here
	25 mins	Diagnosing Appliance Problems
	20 mins	Appliance Safety
	30 mins	Key Appliance Repair and Maintenance Tools
	2 hr 30 mins	Clothes Dryer Maintenance and Repair
	3 hours	Clothes Washer Maintenance and Repair
<i>Day 2</i>	<i>Time Needed</i>	<i>Topic</i>
	2 hours	Oven and Cooktop Maintenance and Repair
	1 hr 45 mins	Dishwasher Maintenance and Repair
	3 hrs 30 mins	Refrigerator Maintenance and Repair
	30 mins	Key Takeaways, Action Plan, and Wrap-Up

One-Day Apartment Maintenance Job Shadow

A Job Shadow is recommended for a CAMT candidate who is new to the Multifamily Maintenance Field. This would best occur under direct supervision of the Property Manager and Maintenance Supervisor. At no time should the CAMT candidate be allowed to perform any tasks without direct supervision. A lack of supervision could place the apartment community, staff and residents at risk of damage and legal liability.

Inform CAMT candidates that they should be dressed neatly and be well-groomed for their Job Shadow experience. They have only one opportunity to make a positive first impression! Slacks with a golf shirt or collared shirt and work shoes or casual shoes (no sneakers) are recommended.

The outline below should be used as a guideline and adjusted to meet the maintenance needs of the property on the day of the Job Shadow.

Introductions (start of day)

- Property tour
- Staff overview
 - Team members
 - Job responsibilities of each team member
 - Methods of communication among team members

Overview of the day

- Schedule
- Breaks
- Lunch

Safety review

- MSDS Sheets
- Personal Protective Equipment (PPE)
- Safety expectations on the job
- Emergency procedure review

One-Day Apartment Maintenance Job Shadow

Curb appeal

- Signage
- Walk the property
 - Remove trash
 - Check lighting
 - Check landscaping and sprinklers
 - Walk the path that prospective residents walk
- Amenities
 - Swimming pool inspection
 - Check club room, exercise room, business center, laundry room, etc.

Preventative Maintenance

- Filter changes
- Blow breezeways
- Pressure wash common areas
- Common area needs:
 - Lubricate gates
 - Clean dryer vents
 - Inspect Fitness Room equipment
 - Clean HVAC condensing units
 - Vacuum Swimming pool

Apartment Make-ready

- Process overview
 - Review Make-ready documentation
 - Review scheduling
- Make- ready inspections
 - Inspect ready apartments and model apartments
 - Inspect recent move-outs
- Perform Make-ready maintenance
 - Inspect unit
 - Source needed supplies
 - Perform repairs as needed

Accompany Maintenance team member on various service requests

- Follow procedure for entering a vacant apartment
 - Key check out
 - Door knock- announcements and entry
- Assist as needed

End of Day Q & A



4300 Wilson Blvd., Suite 400
Arlington, VA 22203
703/518-6141 FAX 703/248-8370
education@naahq.org
www.naahq.org