Vice President of Operations

System Manual

GRACE

PROPERTY MANAGEMENT & REAL ESTATE

<u>Mission Statement:</u> To improve the lives of real estate investors and residents through property management solutions.

Systems   Manual: Vice President of Operations (VPO)

KRA's – Key Result Areas

Templates:

1.   Office Docs
   a.   Behavioral Values
   b.   Office Policy
   bb.   Office Policy.pdf
   c.   Letterhead

2.   Hiring
   a.   Interview questions
   b.   Reference questions
   c.   New Hire Checklist
   d.   Job descriptions
                    - folder
   e.   Compensation Package
   f.   Offer of Employment Letter Template
   g.   Interview Checklist

3.   Team Coaching
   a.   Monthly Close out schedule
   b.   Customer Service touch points
   c.   Grace Hill training schedule
   d.   Annual review form
   e.   Annual self-review
   f.   Steps for team member discipline

g. Disciplinary form
h.
i.
j. Team Member Files
- folder
k. Termination info
- folder
l.
m. Investability Inquiry EM
n. Team Member Anniversary Dates

4. **Payroll**
    a. Payroll Totals Spreadsheet
    b. Monthly compensation calculation
    c. PTO Spreadsheet
    d.
    e.

5. **RentProtect**
    a. Opt-out letter to owner - 2012
    b. Program Intro - EM
    c. Enrollment Spreadsheet
    d. Enrollment Letter B
    e. Cliffdwellers program
    f. Free Enrollment Expiration EM
    g. Email to owner re expiration of free Rent Protect
    h. 2015 Enrollment letter
    hh. 2015 Enrollment letter - PDF
    i. Payout Notification
    j. Rent Protect 2012 – 2014
- folder

6. **Other**
    a. Password template
    aa. 2018masterlist (Not a real Doc)
    b. Recurring monthly calendar - VPO
    c. RE Commission Sales Checklist
    d.
    e.
    f.
    g. Required Reading List
    h.
    i. Legal Fee invoice
    j. Postage Invoice

k.

l. P/E Sheet – VPO

m. Bolte Sec Dep List

n.

o. Forwarding address instructions

p.

q. CheckBook Balances
   - folder

r. Google Review Request

s. Completed Incident Forms
   - folder

t. Meeting Notes
   - folder

u. Reasonable Accommodation & Modifications
   - folder

v. 2017 Employee Goals

w. New Mgmt Agreement

x. Voice Mail messages
   - folder

y. Misc Labels
   – folder

Position Overview – Vice President of Operations (VPO)

Reporting to the President.

The VPO is accountable for the overall daily operations of the Grace Management Team Members. The VPO has all Grace team members report to them with the exception of the PM's, who report to the Vice President of Property Management (VPM). The VPO will work closely with the VPM to ensure Grace Team members and all GM processes are working smoothly with all other aspects of the business.

A primary objective of the VPO is to make each individual GM team member successful.

The VPO must be fully knowledgeable of all team members System Manuals.

"Your business is perfectly designed to achieve the results you are currently getting – if you don't like your current results – redesign your business."

System Manual Overview:

Property management done on a large scale is an extremely complex business with many moving parts. In order for Grace Property Management to be successful, it must be <u>consistent</u> in the way it does business.

Systems are simply road maps or instructions that allow the Grace Management processes to be repeated and easily duplicated. The purpose of the system manual is to provide a <u>consistent</u> way of doing business and to define <u>HOW</u> Grace Property Management will do property management.

Team members will be provided with position specific <u>measures of success</u> so that each team member always knows whether or not they are succeeding.

Team members should always refer to their specific <u>system manual</u> to determine the answer to a question before bringing that question to the Director of Operations.

Any deviation outside of the system must be recognized as an <u>exception to the system</u>. While exceptions are necessary from time to time, each exception is by nature <u>inefficient</u>, and should therefore be avoided.

Each team member shall constantly work to improve the system. One purpose of the monthly Performance / Evaluation meeting with the Director of Operations is to ensure that on-going system improvements are suggested, discussed, documented, and implemented.

1- GM Hiring

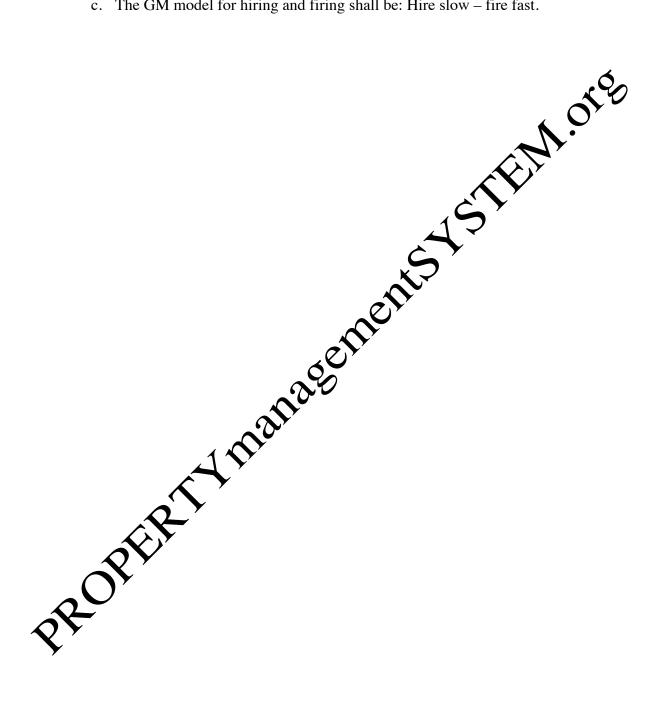**Measure of Success: Have fully vetted new GM team members ready to start work before the date they are needed.**

1. The VPO must work the hiring process to ensure GM only hires GM team members who match ALL of the GM behavioral values.

2. The decision to make a new GM team member hire shall come from the PR.
   a. The VPO; working with the PR, shall be responsible for advertising, interviewing and making the hiring recommendations to the PR.

   b. The VPO shall follow the GM hiring process (template 2.G) and use the interview questions (template 2.A)

   c. Once the VPO has selected who they believe to be the best candidate, that candidate shall also be interviewed by the PR and the PR together with the VPO shall make the hiring decision.

   d. The VPO may wish to include the VPM in the interview and hiring process and should seek their guidance as is appropriate.

3. Once a new GM team member hire has been made the VPO shall ensure that **before** the new GM team member starts, they have all materials, their System Manual, office area, and office supplies needed in order to 'hit the ground running'.
   a. The VPO shall complete the new hire's file using the new hire checklist (template 2.C).

   b. The initial training for a new GM team member should be intensive. The VPO should be BCC'd on all email interactions the GM team member is having with tenants and owners and give constant feedback. The BCC should continue for at least 90 days or until the VPO is confident in the GM team members communication ability.

   c. During the initial 90-day probationary period of a new hire, the VPO shall work very closely with the new GM team member and have weekly meetings. The VPO should micro-manage during the first 90 days.

4. Hiring mistakes will happen, and when they do, corrective action should be taken swiftly.
   a. If after hiring a new GM team member, it is obvious that the new hire is not a good fit (for whatever particular reason) for GM, then the VPO should consult with the PR to determine if the new hire either needs more attention to help improve or should be fired.

b. The VPO should always move fast to fix mistakes – especially hiring mistakes. The VPO should not fall into the trap of giving their limited time and resources to the low performing GM team members in an attempt to 'fix' them. Rather the VPO should focus their time and energy on making high performing team members even MORE successful.

c. The GM model for hiring and firing shall be: Hire slow – fire fast.

2- GM Team Member Coaching
Measure of Success: Conduct weekly one-on-one meetings with each GM team member.

1. All GM team members will report to the VPO. (All none PM's)

2. The VPO should lead and coach the GM team members in order to make each of them successful.

3. A necessary aspect of the VPO leading and coaching the GM team members is accomplished by the VPO bringing three things to the office every day:
   Energy:
   1. The VPO must find ways to bring inspiration, excitement, and passion to the GM team members so that they WANT to give GM their best efforts.
   2. Clarity:
   3. Every GM team member must be 100% clear on what they must do in order to "win" and understand how what they do contributes to the overall success of the organization.

4. Accountability:
   1. The VPO must continually inspect the work of each GM team member to ensure they are meeting their measures of success.

5. The VPO must constantly work to balance employee **results** with employee **retention.**
   a. GM wants to maximize the productivity of each GM team member but not push them so hard that a high performing team member would ever want to leave the organization.

6. The VPO shall be the point of contact for each GM team member anytime they encounter a problem, question, or issue. The VPO should work to guide, coach, mentor and when necessary, discipline team members.

7. The VPO should ensure that all GM team members know and follow their system manual.
   a. If a problem, question or issue is brought to the attention of the VPO by a team member, the VPO should first ask the team member if their issue is addressed in the system manual.

   b. If it is, have the GM team member review the system manual and follow the system manual.

c. If the issue is NOT address in the SM, the VPO should work with the GM team member to come up with a solution, and if appropriate, add that to the team member system manual.

8. The VPO shall step into any GM team member issue involving any of the following:
   a. Dissatisfied tenant
      i. See KRA # 8 Tenant Conflict Resolution
      ii. The VPO should follow existing Grace Management office policy to resolve any issues and make every effort to resolve all issues promptly.

   b. Dissatisfied GM team member

9. The VPO shall conduct weekly one-on-one meetings with each individual GM team member.
   a. One-on-ones should be conducted every week and calendared for a 30-minute time slot so that they are on the same day and at the same time each week.

   b. The VPO should keep individual notebooks for each GM team member where they will keep bullet point notes of each meeting.

   c. A purpose of this weekly meeting is to strengthen the relationship between the GM team member and the VPO and for the VPO to know what current issues the team member is facing and offer guidance, feedback and coaching on a continual basis.

   d. These meetings are to help create a healthy work relationship with each induvial GM team member and provide a private platform for the team member to talk about what they are struggling with and what they need to meet their measures of success. These meetings should allow the VPO to mentor each induvial GM team member as needed. Some meetings may not require the full 30 minutes scheduled. Some team member conversations might not be work related and this should be accepted by the VPO to help foster the healthy work relationship.

   e. For more information on how to run a weekly one-on-one meeting review the training item listed as 'Manager tools' on template 6.G – (required reading list) and watch the one-on-one video training (template folder 5.L in the VPM's SM).

10. The VPO shall conduct monthly performance / evaluations (PE) meetings with each GM team member.
    a. The purpose of the monthly PE meeting is to review the performance of the GM team member and the performance of the system.

    b. The GM team member should complete their position specific PE sheet prior to this meeting.

c. The meeting should be held at the end of the month and should review the results of the month.

d. Each month the team member and the VPO should read out loud line by line through one KRA item number for that month. (covering 1 KRA per month). This will allow the entire SM, including all templates to be fully reviewed in full one time per year.

e. The purpose of reading line by line through the SM is to determine
   i. Is the SM correct in the way it describes what the team member should be doing?
   ii. Is the team member doing it per the SM?
   iii. How can we improve it?

f. Both the team member and the VPO should use this opportunity to re-evaluate the SM for best practices and make any changes.

g. Changes and improvements should be expected to keep up with best practices, efficiency, and accuracy. Always look for ways to improve the system

11. The VPO shall evaluate each GM team member constantly and provide on-going feedback.
   a. The primary time to give feedback is immediately. If this is not practical, then the VPO should note the event in their one-on-one notebook and the feedback should be given at the next weekly one-on-one.

   b. When giving feedback, the Grace Management behavioral values of 'responsive' and 'candid' should be followed.

   c. The VPO should work to ensure each GM team member always clearly understands **what** is expected of them, **how** they should do it and **how** we measure success'.

12. The VPO shall track continuing education (CE) and E&O Insurance of all licensed PMs to ensure that all necessary continuing education is current. Template 4.j.c in the VPM's SM.
   a. Track all CE classes taken by licensed PM's and enter on template 3.G.C (CE tracking sheet)

   b. Track E&O Insurance (template 3.G.B)

   c. Track NARPM membership (template 3.G.C)– local and national

13. Keep team member files up to date with all necessary and required documentation.