



Certified Apartment Portfolio Supervisor (CAPS)

Module 1: Legal Responsibilities and Risk Management

Chapter 2: Skill Check – Apartment Communities and the Law

- 1. What does Title I of the Americans with Disabilities Act (ADA) cover in relationship to employment law?**
 - Prohibits employment discrimination against qualified applicants or employees with a disability who, with or without reasonable accommodation, can perform the essential functions of the employment position.
- 2. What four primary areas does the Fair Labor Standards Act (FLSA) cover?**
 - Minimum Wage
 - Overtime Requirements
 - Recordkeeping
 - Child Labor Standards
- 3. What rights does the National Labor Relations Act (NLRA) establish?**
 - NLRA establishes the right of most, but not all, workers to organize into unions.
- 4. Which law is designed to prevent discrimination against people that are not U.S. citizens but have legal status to work in the United States?**
 - The Immigration Reform and Control Act of 1986 (IRCA)
- 5. Negligence is defined as:**
 - “An unreasonable response to a foreseeable risk”
- 6. What law was the latest to be added to the federal all-in-one poster?**
 - USERRA- Uniformed Service and Employment and Reemployment Rights Act of 1994.

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Chapter 3: Skill Check – Hiring Employees Lawfully

1. When completing reference background checks on a potential employee, most states recognize what document as the signed consent for the release of information?

- The Application

2. Mark the following questions as “Legal” or “Illegal” to ask in an interview.

Illegal	What is your nationality?
Legal	Are you able to perform general repairs?
Illegal	How much do you weigh?
Illegal	Have you ever been arrested?
Legal	Why are you applying for this position?
Illegal	What is your date of birth?
Illegal	Have you ever filed for worker’s compensation insurance?
Legal	What kinds of problems have you encountered as a manager?

3. If drug testing is done as part of your pre-selection criteria, should the drug screen be required before or after a conditional offer of employment is given?

- Drug testing is done AFTER a conditional offer of employment.

4. What does employment “At Will” mean?

- The employee works at the will of the employer.
- The employer can terminate the employee at any time for any reason, or for no reason at all (but not for discriminatory reasons).
- The employee is free to quit at any time.

5. What elements should a written offer of employment include?

- A restatement of the “at will” employment relationship.
- A written list of job duties.
- A written offer of pay and benefits.
- A reference to the employee handbook that includes company policies.
- A place for the employee to sign and accept the job offer.

6. Explain the importance of a signed job description.

- A well-written, broadly communicated signed job description can assist in defending job performance claims.

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Chapter 4: Skill Check – Establishing Workplace Guidelines

1. An employee handbook that clearly explains your workplace policies should include what types of information?

- Office Hours of Operation
- Pay and Salaries
- Benefits
- Drug and Alcohol Abuse
- Harassment
- Attendance
- Discipline
- Employee Safety
- Smoking
- Complaints
- Workplace Civility
- Conduct Not Covered by the Handbook

2. What are some of the benefits of performance reviews?

- Employees will know what you expect of them and will receive both positive and constructive feedback on their work.
- You can recognize and reward good employees and identify and coach workers who are having trouble.
- You'll stay in touch with the needs, concerns, and problems of employees.
- You can identify potential problems earlier. Address issues and concerns as they arise, rather than allowing them to accumulate and become potentially larger and more serious.
- Performance reviews can help keep future legal problems to a minimum by helping track and document employee issues.

3. True or False: When giving the performance review, it is critical that you schedule enough time to thoroughly discuss the appraisal.

- True

4. True or False: Performance reviews are not a time for establishing goals for the employee.

- False

5. A new employee orientation should allow the new employee to learn about what types of things?

- Company culture and history
- How the company (or apartment community) is organized, in terms of work teams and functions
- Workplace rules
- Health and safety rules
- Pay and benefits
- Work schedules
- And anything else relevant to working in the community

6. What three situations are most likely to be addressed by a drug-free workplace policy?

- Periodic tests for high risk positions
- Testing for employees involved in a workplace accident
- Periodic testing of an employee who is in or has completed a drug rehabilitation program or to whom you are giving a second chance.

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Chapter 5: Skill Check – Counseling, Disciplining, and Terminating Employees

- 1. What are the four typical steps of a progressive discipline process?**
 1. A Verbal Warning
 2. A Written Warning
 3. Suspension or Probation
 4. Termination
- 2. What are the seven steps to get the best results from the progressive discipline process?**
 1. Gather information
 2. Assess the severity
 3. Decide how to respond
 4. Prepare to talk to the employee
 5. Meet with the employee
 6. Document
 7. Follow up
- 3. What should you always do when it's time to terminate an employee?**
 - Meet in a private office or work area
 - Include a peer or supervisor as a witness
 - Have the final paycheck prepared, if required
 - Keep accurate and detailed documentation of the meeting
 - Represent the company in a professional, ethical and honest manner
- 4. What topics should be included in a counseling session?**
 - Your expectations of how the job should be performed
 - How the employee is currently performing
 - Critical element(s) where the employee is failing or falling short
 - What the employee must do to bring the performance to an acceptable level
- 5. When should you complete your counseling form?**
 - After your session to record the employee's response and reaction
 - Before the session to stay on track and to present a clear statement of specific issues that precipitated the meeting
 - CORRECT is BEFORE

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Chapter 6: Skill Check – Ensuring Workplace Health and Safety

- 1. What is the three-fold intent of the OSHA Hazard Communication Standard?**
 - To educate employees on the hazardous chemicals they work with
 - To train them on how to use these chemicals properly
 - To learn how to avoid potential accidents or injuries
- 2. What is the primary intent of the Lockout/Tagout Standard?**
 - The goal is to place equipment in a “zero energy” state from potentially dangerous energy sources by literally placing locks and tags on electrical breakers, liquid or gas valves, and other energy control points.
- 3. What area of employee safety does the Blood Borne Pathogens Standard cover?**
 - The “Blood Borne Pathogens Standard” deals with the control of blood borne pathogens in the workplace, including Hepatitis B Virus (HBV) and the Human Immunodeficiency Virus (HIV).
- 4. What are employers required to do to comply with the Personal Protective Equipment (PPE) Standard for OSHA?**
 - Employers are required to determine if PPE should be used to protect their employees. The standard does not require a written program, but it does require a written assessment and documentation of exposures.
- 5. What written documentation and postings do you need to have readily available for an OSHA inspection?**
 - Injury and Illness records for the past five years
 - All written programs outlined and available
 - OSHA Form 300A posted
 - OSHA poster displayed
 - Documentation of training and all written assessments
 - Medical and exposure records
- 6. Best practices for safety on site should include what measures when staff is out on the property?**
 - Use cell phones, walkie talkies or a 2-way system to keep in contact
 - Keep the entrance to an apartment open during a showing
 - Bring someone along when showing an apartment late in the day or after dark
 - Carry a small alarm device, such as a whistle or clap-on system
 - Work on empty apartments only during the day unless accompanied by someone else.

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Chapter 7: Skill Check – Observing Rental Laws

- 1. What are some examples of a reasonable accommodation?**
 - Allowing a service or therapy animal to live in a community with a “no pets” policy
 - Reminding a person with a developmental disability that the rent is due the next day
 - Providing a sign language interpreter for meeting a resident who has a hearing impairment
- 2. What are some examples of a reasonable modification?**
 - Installing a ramp
 - Installing grab bars in the bathroom
 - Widening doorways
 - Lowering cupboards
 - Changing doorknobs to levered handles
 - Installing a roll-in shower
- 3. What are the seven technical requirements for new construction?**
 1. Wheelchair accessible entrances on an accessible route
 2. Accessible public and common use areas
 3. Usable doors
 4. Accessible routes into and within the dwelling
 5. Switches, outlets, and environmental controls at specific heights
 6. Usable kitchens and bathrooms
 7. Bathroom walls reinforced for grab bar installation
- 4. What are the three typical types of Termination Notices?**
 1. Pay rent or quit notice
 2. Cure or quit notice
 3. Unconditional quit notice
- 5. What are the five legal types of entry into a resident’s apartment?**
 1. Emergency Entry
 2. Entry for Repairs
 3. Entry for Law Enforcement and Government Officials
 4. Official Entry
 5. Denied Entry
- 6. If a resident requests an accommodation or modification due to a disability they must complete your requested documents?**
 - False
- 7. Unless it is unreasonable or too expensive, you must honor the disabled resident’s solution for a requested accommodation or modification.**
 - False

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Chapter 8: Skill Check – Maintaining Habitable Properties

- 1. What are the legal responsibilities of a landlord in terms of habitability?**
 - Protecting residents from the weather by maintaining roofs, windows, and walls.
 - Providing working water, heat, air conditioning, electric, plumbing, and lighting systems.
 - Collecting trash and having it removed.
 - Providing clean and safe common areas—lobbies, elevators, stairwells, and corridors.
 - Providing for the safety of residents and guests.
 - Addressing potential environmental hazards.
 - Controlling other nuisances that prevent residents from the “quiet enjoyment” of the property such as excessive noise, insufficient ventilation, overcrowding, drug dealing, and so on.
- 2. What are the five most common environmental hazards that we encounter in property management?**
 1. Asbestos
 2. Lead
 3. Radon
 4. Carbon Monoxide (CO)
 5. Mold
- 3. What are the six most common ways to deter crime on your apartment communities?**
 1. Be aware of crime in your area
 2. Work with law enforcement
 3. Educate residents about safety
 4. Establish and execute key control procedures
 5. Stay on top of safety measures at the properties
 6. Check local and state laws

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Chapter 9: Skill Check – Working With Contractors and Contracts

- 1. When creating a procedure for service and supply bids what are the nine areas that you should make certain to include?**
 1. Bid Requirements
 2. Detailed Specification of Work
 3. Contract Award Notification
 4. Performance Security
 5. Insurance Certificates
 6. Contract Execution
 7. Contract Termination Notification
 8. Vendor Payment
 9. Bidder Disqualification
- 2. When it comes to contracts and contractors, what is performance security also known as a performance bond?**
 - The performance security (also called the performance bond) is a bond, letter of credit, money order, certificate of deposit, or other financial assurance that the successful bidder will perform according to all contract requirements.
- 3. What are the four steps to a successful bid process?**
 1. Pre-bid Meetings
 2. Bid Documents
 3. Verify Bidder Qualifications
 4. Evaluate the Bids for Award
- 4. What are some of the reasons to disqualify a bid?**
 - Failing to deliver or comply with bid specifications, contract terms, and conditions.
 - Failing to deliver or perform in a timely manner.
 - Offering any fee, compensation, commission, gift, favor, or gratuity to any company employee with any purchasing or contracting responsibility that includes any discount or privilege that is not available to all company employees.
 - Failing to disclose a conflict of interest.
 - Having a criminal offense conviction involving public contracting.
 - Failing to pay applicable taxes in a timely manner.
 - Defaulting on any company contract.
 - Not being able to provide a contractor's license.
- 5. Give the definition for the following three parts of a contract:**
 - a. General Waiver and Release
 - b. Hold Harmless Agreement
 - c. Settlement and Release Agreement

- a. **A General Waiver and Release** is used to release one party who is known as the “Released Party” from liability for claims asserted by another person, the “Claiming Party.” A General Waiver and Release is used when the Claiming Party is using the property, equipment, or service of the Released Party.
- b. **A Hold Harmless or Indemnity Agreement** provides that one party, the “Promisor,” will be responsible for all damages, liability, and legal fees that the other party, the “Promisee,” incurs resulting from something the "Promisor" does or fails to do.
- c. **A Settlement and Release Agreement** can be used to settle a claim that one party has against another. It is designed to release one party from civil claims, not criminal claims. In a Settlement and Release Agreement, the “Releasing” party gives up all claims and rights, whether known or unknown, held against the other party in exchange for a monetary payment or other compensation.

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Chapter 10: Skill Check – Managing Risk

- 1. Identify the four primary areas of Risk.**
 1. Legal Risks (Liability)
 2. Financial Risks
 3. Safety Risks
 4. Fraud Risks
- 2. What is the difference between loss prevention and loss control?**
 - Loss prevention means preventing a loss in the first place. Loss control means mitigating or reducing the loss AFTER an incident has occurred. Both are two practical risk management techniques. An example of loss prevention is sanding and salting an icy walkway to prevent a slip and fall. An example of loss control would be getting proper medical attention to a person and controlling the area after an incident.
- 3. What are the five most common types of incidents in real property management?**
 1. Auto Incidents
 2. General Liability
 3. Property Damage or Theft
 4. Workers Compensation Injuries
 5. Miscellaneous incidents such as threats, crimes, environmental or ADA issues
- 4. When an owner decides to retain higher amounts of risk on losses up to a certain dollar limit, what is this called?**
 - Self Insurance Retention or Deductible Management
- 5. What are the five steps to developing a risk management program?**
 1. Acknowledge and Identify Risks
 2. Evaluate and Prioritize Risks
 3. Decide How to Manage the Risks
 4. Implement a Risk Management Plan
 5. Review, Evaluate, and Adjust the Plan
- 6. Costs of insurance can be reduced by:**
 - Continuous inspection of the property
 - Identifying simple solutions to keep premiums down
 - Use experts in the community like brokers and underwriters
 - Keep good records and invest in storage
 - Consider bundling of properties to offer “blanket underwriting”
- 7. Effective management of a crisis centers around what 4 key areas?**
 - Communication
 - Response
 - Resident Relations
 - Media Management

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Chapter 11: Skill Check – Current Legal Trends

- 1. According to the U.S. Department of Housing and Urban Development (HUD), what percentage of complaints of housing discrimination were against persons with disabilities in 2009?**
 - 44 Percent.
- 2. What is “Linguistic Profiling”?**
 - The practice of discriminating against someone based on how they “sound” over the phone.
- 3. What does the Violence Against Women Act (VAWA) mean to landlords?**
 - This act protects domestic violence victims from being evicted in properties that receive federal housing subsidies and allows landlords to evict an abuser and leave the victims of the domestic violence in the residence.
- 4. What does the Can-Spam Act ban?**
 - This law bans “spam” or unsolicited commercial e-mail, which affects a wide variety of marketing activities for apartments, as well as communications with residents and other consumers.
- 5. R-22 Freon will be phased out of use by the industry, beginning in 2010.**
 - True
- 6. List the Factors during the “green building” effort.**
 - High energy costs
 - Regional water shortages
 - Consumer demand
 - Federal and state incentives
- 7. The Lead Based Paint Renovators’ Rule requires certification of all members of maintenance staffs involved in the removal of lead-based paint surfaces.**
 - FALSE – just supervisors

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Module 2: Financial Management

Chapter 2: Skill Check – Apartment Investment Basics

1. **What are some of the advantages to investing in apartments?**
 - Regular cash payments
 - Value increases
 - Tax benefits
 - Invest using leverage
 - Long-term
 - Reposition opportunities
 - Diversification
2. **What are some of the disadvantages to investing in apartments?**
 - Not liquid investment
 - Requires active management
 - Risk
3. **What are the types of risks associated with apartment investments?**
 - Business Risk
 - Financial Risk
 - Liability Risk
 - Inflation Risk
 - Interest Rate Risk
 - Property Damage Risk
 - Obsolescence Risk
4. **What are the most common goals of an apartment investor?**
 - Getting a specific rate of return
 - Generating regular cash flow
 - Refinancing
 - Renovating or retrofitting property
 - Acquiring new properties
 - Selling existing properties
5. **Your financial strategy for your portfolio should include what objects?**
 - Keeping owner(s) well informed with data and reports.
 - Factor owner(s) goals into all financial activities
 - Provide timely and accurate analysis of financial matters
 - Taking necessary steps to connect financial shortfalls
 - Recommend strategies and tactics to maximize property performance
 - Assess portfolio growth regularly

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Module 2: Financial Management

Chapter 3: Skill Check – Mortgages, Financing and Taxes

1. What is a mortgage note?

- The mortgage note is a document that establishes the existence of the debt between the lender and the borrower. It outlines the terms under which the loan will be repaid as well as the rights and responsibilities of both parties.

2. What are the four most common types of mortgage loans?

- Fixed Rate Loans
- Variable Rate Loans
- Balloon Loans
- Bullet Loans

3. Name at least four sources of mortgage financing.

- Commercial Banks
- Life Insurance Companies
- Pension Funds
- Investment Banks
- Mortgage Brokers
- Private Sources

4. What is the formula for the Loan to Value (LTV) ratio?

- $\text{Loan Amount} / \text{Property Value} = \text{LTV}$

5. What is the formula for Debt Coverage Ratio (DCR)?

- $\text{Net Operating Income (NOI)} / \text{Annual Debt Service (ADS)} = \text{DCR}$

6. What is depreciation and how is it calculated?

- Depreciation is a tax benefit that relies on the premise that properties and their major components lose value with age and use. It allows the owner to deduct the “cost” of wear-and-tear, age, or obsolescence that reduces the value of assets. This deduction is based on the “estimated life” of the asset.

7. Name the three types of values used when evaluating property taxes:

- Market Value
- Assessed Value
- Taxable Value

8. The “basis” for a property increased with capital improvements

- TRUE

9. List five impacts on the availability and cost of mortgage funds

- Economic conditions
- Inflation
- Default risk
- Interest rate risk
- Legislative or regulatory risk

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Module 2: Financial Management

Chapter 4: Skill Check – Managing the Budget Process

1. What is a budget?

- A budget is an itemized summary estimated income and expenses for a defined period of time, most often one year.

2. What are the three primary types of budgets?

- Lease-Up Budgets
- Renovation or Modernization Budgets
- Operating Budgets (aka Stabilized Budgets)

3. Why is a budget important?

- Budgets monitor a property's performance. By regularly comparing actual income and expense to the budget, you can evaluate the performance of staff, and you can better track the progress of meeting the financial goals set for the property.

4. What are the three steps to preparing a budget?

1. Forecast Income
2. Project Anticipated Expenses
3. Consider the "What If" Scenarios

5. When extrapolating to project budget estimates, it is best to include all actual expenses including onetime expenses, rather than just those that routinely occur.

- False

6. Name several goals that an owner might have for the portfolio.

- Rate of return
- Cash flow generation
- Property Renovation or upgrade
- Selling property

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Module 2: Financial Management

Chapter 5: Skill Check – Getting to the Bottom Line

1. **What are the two types of accounting methods and what is the difference between them?**
 - a. **Accrual basis accounting.** This method records all income and expenses in the period they are earned or incurred, regardless of when they are actually received or paid. Accrual-based accounting gives a more realistic and controlled picture of net operating income in the period, and is the most common type of accounting used in multifamily residential management.
 - b. **Cash basis accounting.** This method records all income and expenses when they are actually received or paid, which causes widely fluctuating numbers. Therefore, cash basis accounting may give a distorted picture of profitability at a given point in time. Consider this: Is it more important to know when rent is incurred, or just noting the cash received when it was paid?
2. **How do you calculate Net Operating Income (NOI)?**
 - Gross Income less Operating Expenses
3. **What are the two types of operating expenses and what is the difference between them?**
 - **Fixed Expenses.** Expenses that do not vary with the occupancy level of the property, such as taxes and insurance.
 - **Variable Expenses.** Expenses that vary as conditions change such as occupancy. They are also called “controllable expenses” such as utilities, contract services, marketing, etc.
4. **What does the balance sheet show?**
 - The balance sheet shows the financial status of the property at a moment in time. It consists of three sections that “balance” each other. Assets, Liabilities, and Equity.
5. **What is “working capital”?**
 - Working capital is the difference between short-term assets and short-term liabilities.
6. **What is the definition of Gross Potential Rent (GPR)?**
 - Gross Potential Rent (GPR) is the total rent that would be generated from the property if all of the units were occupied. GPR combines the sum total of occupied units at current lease rates, plus vacant units at market rates.
7. **According to the NAA Income/Expense Survey, what is a typical range of percentage that Other Income (OI) is to total property income?**
 - 5 to 10 percent
8. **What are the formulas for the following:**
 - **Effective Gross Income (EGI):** $GPR - VAC = EGI$

- **Gross Operating Income (GOI):** $EGI+OI=GOI$
- **Net Operating Income(NOI):** $GOI-OE=NOI$
- **Cash Flow(CF):** $NOI-CE-DS=CF$
- **Cash on Cash Return:** $Cash\ Flow/Total\ Initial\ Investment$
- **Return on Investment(ROI):** $NOI/Equity\ Investment=ROI$
- **Operating Expense Ratio:** OE/GPR
- **Economic Occupancy:** EGI/GPR
- **Break-Even Occupancy Ration:** $(OE+DS)/GOI$

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Module 2: Financial Management

Chapter 6: Skill Check – Analyzing Financial Statements

1. What is the general ledger?

- The general ledger is a group of accounts that support the major financial statements. It is the formal record for all financial transactions for the property and transfers journal data from the book or page where accounting entries are posted.

2. What is the chart of accounts?

- The chart of accounts lists account codes for each income and expense item, and defines what should be posted for each account. By providing a framework for these categories, a management company can identify the sources of its revenue and expenses on the property.

3. What is a budget variance?

- A budget variance is the difference between a budgeted income or expense number and the actual income or expense in a particular month or year-to-date.

4. What does budget re-forecasting allow you to do?

- Assess how the property is expected to perform
- Determine whether you need to make further changes
- Understand your property and the impact of prior decisions
- It does not actually change the budget

5. In reviewing budget variances, these steps must be taken:

- Analyze variances
- Explain variances
- Recommend action

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Module 2: Financial Management

Chapter 7: Skill Check – Valuing Apartment Investments

1. **What are the three different approaches for establishing the value of a property?**
 - The Cost Approach
 - The Sales Comparison Approach
 - The Income Capitalization Approach
2. **Which approach is most commonly used to determine the value of multifamily dwellings?**
 - Income Capitalization Approach
3. **What is the income capitalization formula to determine value?**
 - $I/R=V$ or otherwise stated as $\text{NOI}/\text{Capitalization Rate}=\text{Value}$
4. **If you have a property that is producing \$512,900 of NOI annually, what would the value be at a 7 percent capitalization rate?**
 - Value = \$5,129,000.00
 - Calculation = $512,900/.07= 7,327,143$
5. **If the capitalization rate was reduced in the above example to 6 percent, would the value of the property increase or decrease?**
 - The value would increase as cap rates and value are inversely proportional.
 - Calculation = $\$512,900/.06=8,548,333.33$
6. **Why would you and your owner(s) want to learn the value of your portfolio?**
 - Determine price to offer when buying property
 - Determine asking price when selling a property
 - Establish a basis for real property exchanges
 - Determine the terms of a sale price for a proposed transaction
 - Estimate the value to get a mortgage loan
 - Set rent schedules and lease provisions
 - Decide the feasibility of construction, modernization or renovation projects
7. **“Comparable” and “competitive” are two terms used to describe properties relative to a subject – the terms mean the same.**
 - FALSE

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Module 2: Financial Management

Chapter 8: Skill Check – Maximizing Revenues

- 1. What are the four “P’s” that affect your pricing strategy?**
 1. Pricing
 2. Product
 3. Promotion
 4. People
- 2. What are some ways to increase effective rent?**
 - Give no concessions or reduce the amount of concessions
 - Do not waive move-in day rent to meet an occupancy goal
 - Consider adding or increasing premiums
 - Update your rents on Web sites that you use for advertising
 - Shorten the time periods in which you will “guarantee rent prices”
- 3. Automated Revenue Management Systems, sometimes known as Yield Management Systems, were first utilized by what industries?**
 - Airline and Hospitality
- 4. What are some of the results of using an automated revenue management system?**
 - Steady increases in rental income and rental prices with fewer vacant days
 - Higher rents for shorter term leases
 - More objective, consistent pricing decisions
 - More effective timing and unit turn processing
 - Improved Property Efficiencies
 - More time available to focus on customer service
- 5. A 240-unit property would capture more rental income at 94% occupancy and average rental rate of \$732 than at 97% occupancy and average rental of \$707.**
 - True
- 6. “Performance levels” are often used to encourage optimum occupancy with each level setting thresholds and addressing program changes to fees, concessions, incentives, marketing outlets and hold times on vacancies**
 - TRUE

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Module 3: Property Performance Management

Chapter 2: Skill Check – Understanding the Management Agreement

1. What are the key components of a management agreement?

- It establishes the rights, responsibilities and limitations of the management agent, management agent compensation, and termination provisions. It also establishes an agency relationship so that the management agent has the authority to act on behalf of the owner and assume obligations in the owner's name.

2. Is the management agreement designed to protect the owner or the managing agent?

- It is designed to protect both.

3. Name the 26 key parts of a Management Agreement.

Budget and Business Plan	Banking
Collection of Rents	Expenditures
Reporting Financial Results	Advertising
Leasing and Rental Practices	Property Employees
Operations, Maintenance and Repair	Relationship Between Owner and Manager
Indemnification and Insurance	Insurance by Owner
Management Company's Liability	Assignment of Rights and Obligations
Management Company Compensation	Structural Changes
Building Compliance	Termination
Representations	Headings
Force Majeure	Complete Agreement
Rights Cumulative: No Waiver	Applicable Law and Litigation
Notices	Successors and Assigns

4. Based on a typical management agreement, which section would address whether site employees are employed by the property or are employed by the property management company?

- Section 8 – Property Employees

5. If an environmental contamination was discovered on the property, which section would protect you as a management company?

- Section 13

6. Since most management agreements have the same basic provisions, even if you provide management for more than one owner, it is not necessary to know the specifics of each agreement.

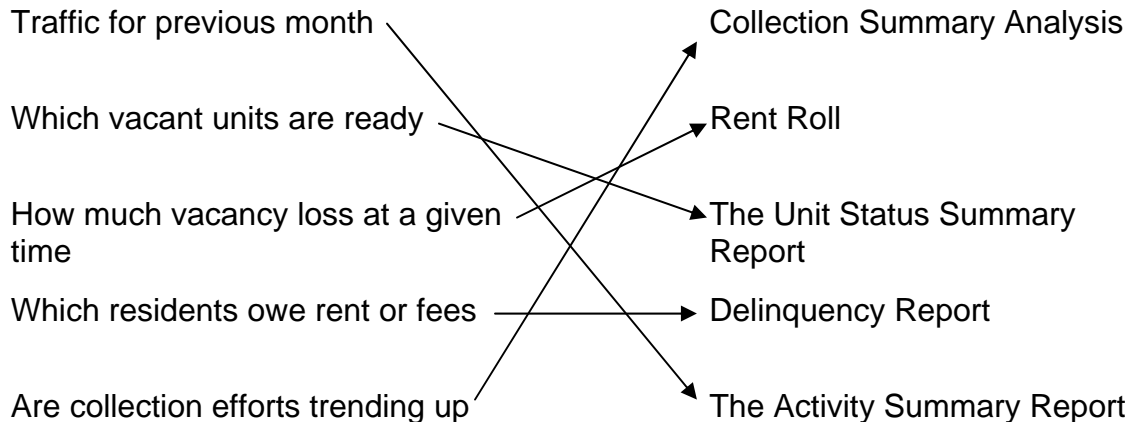
- FALSE

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Module 3: Property Performance Management

Chapter 3: Skill Check – Measuring Occupancy

- 1. Match the information that you can gather from each of the reports below by drawing a line with from the information to the report that will provide that information.**



- 2. What is “exposure”?**

- Exposure is the percentage of units remaining to lease including your vacant units not leased as well as your units on notice that have not been pre-leased, it is expressed as a percentage.

- 3. Which is the better indicator of rental performance, effective rent or market rent?**

- Effective Rent

- 4. What information can you can from the Rents and Concessions Report?**

- Unit Status
- Market Rent
- Lease Rent
- Concessions given to occupants individually, by unit, and total for the property

- 5. What is lease expiration management?**

- It is another way to control occupancy by staggering your lease expirations in a way that causes leases not to expire all in the same month or day. The desired goal is to coordinate your traffic patterns to the lease expirations.

- 6. Standard resident applicant processing should include what four areas of screening?**

- Current debt obligations
- Payment history

- Public records data
- Criminal background check

7. When evaluating lease renewal production what measurements would you consider?

- Timing of renewal letters and contacts
 - Types of contacts
 - Quantity of leases expiring
 - Lease terms
 - Budget objectives
- Economic conditions

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Module 3: Property Performance Management

Chapter 4: Skill Check – Improving Resident Satisfaction

- 1. How much does it generally cost when a resident moves-out in leasing, maintenance, and lost revenue?**
 - \$3,000 or more
- 2. What are the four steps to improving retention?**
 1. Know your residents and understand their expectations
 2. Promote a resident service oriented environment
 3. Anticipate resident needs
 4. Make resident service a key company value
- 3. What are the four primary areas to address when looking at service standards?**
 - Leasing Decisions
 - Leasing Staff
 - Community Management
 - Maintenance
- 4. When sending resident surveys, what five areas do you need to address to make sure that you be aware of?**
 - Easy to respond to
 - Comprehensive
 - Multi-level
 - Detailed enough to give specific actionable items
 - Only include information that you are willing to take action to rectify
- 5. When it comes to resident satisfaction, is it more important to minimize dissatisfaction or to increase satisfaction?**
 - Minimize Dissatisfaction
- 6. Satisfied residents generally stay satisfied if service continues to be good. What percentage of work orders are completed to the resident's satisfaction on the very first time?**
 - 80%
- 7. High resident satisfaction levels lead to what three likely results?**
 - Lower resident turnover
 - Higher resident referrals
 - Higher service interruption tolerance

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Module 3: Property Performance Management

Chapter 5: Skill Check – Maintaining the Property

- 1. An effective maintenance program begins with what?**
 - A thorough inspection of the property
- 2. What is the first step in developing a preventative maintenance program?**
 - Take an inventory of equipment, systems, and general conditions of the property
- 3. Should preventative maintenance programs be documented?**
 - Yes
- 4. What are some of the benefits of property inspections?**
 - Find problems when they are relatively small and easy to repair
 - Identify specific areas that need immediate attention
 - Plan future long-term maintenance projects
 - Provide a written record by which maintenance progress can be monitored
 - Allows for training opportunities for the maintenance staff
 - Ensures the security of the property and residents
- 5. What information does the Maintenance Summary Report provide?**
 - It measures timely performance of maintenance by including data on service requests, time worked to complete, completed service requests, percentage totals, and technician details. It also tracks request completed within 24, 48, and 72 hours.
- 6. Automated service request systems can monitor what key areas?**
 - Service order status
 - Standard work times for maintenance tasks
 - Inventory tracking
 - Unit tracking
 - Make-ready status

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Module 3: Property Performance Management

Chapter 6: Skill Check – Creating an Owner’s Report

1. What is an owner’s report?

- The owner’s report explains how a property has performed for the previous month, quarter or year. It includes key financial and operational reports as well as a narrative that provides:
 - An analysis of Variances
 - The impact of current market conditions on property operations
 - The efforts underway to respond accordingly.

2. What are the six most common sections of the report?

1. Executive Summary
2. Overview of Market Conditions
3. Capital Expenses and the Physical Plant
4. Financial Operations
5. Property Operations Activity
6. Reports

3. Why is an owner’s report important to both the property manager and the owner?

- The owner’s report gives the owner a clear and accurate picture of how the property is performing both operationally and financially. It also illustrates how you are actively managing the property to help the owner achieve the financial objectives established for it.

4. What is the “executive summary” portion of the report?

- The executive summary identifies the property and reporting period; summarizes the property’s overall performance in terms of finances and operations; outlines key actions the team is taking to maximize performance and help achieve the owner’s goals.

5. Writing owners’ reports is much easier if you know how your properties are performing in what key areas?

- Market conditions
- Property improvements
- Income and expenses
- Day to day operations
- Maximizing property results

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Module 3: Property Performance Management

Chapter 7: Skill Check – Additional Performance Tools

- 1. From the CallSource Industry Report card from the second quarter 2010, what percentage of leasing professionals ask the caller if they would like to make an appointment?**
 - 24 percent
- 2. What are some of the services a call center can provide?**
 - 24/7 availability
 - Tracking and capturing information about the caller
 - Measuring customer response
 - Measuring and managing (reporting) results across an entire portfolio
 - Consulting services and training programs to increase marketing efforts
- 3. What is one of the key benefits of using a Purchasing Management System (PMS)?**
 - Centralized invoice processing, which streamlines invoicing from procurement to payment
- 4. What are some of the services that are offered to residents and prospective residents through a community portal?**
 - Pay utilities
 - Request maintenance
 - Pay rent
 - View the community
 - See pricing and availability
 - Complete the screening process
 - Collect processing fees
- 5. The NAA Lease Program offers an e-signature model that provides electronic lease execution in 41 states.**
 - TRUE
- 6. Integrating debt collection with property management software can be very successful since it depends on site level interaction.**
 - FALSE

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Module 4: Property Evaluation and Due Diligence

Chapter 1: Skill Check – Introduction to Property Evaluation and Due Diligence

- 1. What is due diligence?**
 - Due diligence means assessing possible risk to the business when a buyer or investor is considering acquiring, refinancing, or renovating an existing property or developing a new property.
- 2. Who has the primary responsibility of performing the due diligence process?**
 - The buyer
- 3. What are the nine major processes for carrying out due diligence?**
 - Analyzing the rent roll
 - Reviewing service and maintenance agreements
 - Ensuring governmental compliance
 - Reviewing recorded documents and litigation
 - Performing physical inspections
 - Checking for tax issues
 - Reviewing insurance policies and risk management claims
 - List of personal property
 - Market study
- 4. As you assess the possible risks involved in a full property evaluation, common risks may impact different properties differently. What are some of those risks?**
 - Inflation
 - Interest rates
 - Management efficiencies
 - Market conditions
 - Physical improvement needs
 - Obsolescence
 - Employee performance
 - Neighborhood or community

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Module 4: Property Evaluation and Due Diligence

Chapter 2: Skill Check – Why Owners/Companies Buy, Sell, and Renovate Properties

1. **What are the advantages and disadvantages of a Limited Liability Partnership (LLP)?**
 - Limited partners contribute capital but don't actively manage the business.
 - **Advantages** – Liability limited to amount invested by each partner (moderate risk).
 - **Disadvantages** – Lack of uniformity in state laws; some states have insurance requirements; LLPs have "joint and several liability," which means all the owners are liable for 100 percent of the financial and legal responsibilities of the business.
2. **A Real Estate Investment Trust (REIT) is a form of ownership that is governed by the IRS, what is the tax advantage of a REIT?**
 - REITS themselves are not taxed – they are required to distribute 90 percent of their taxable income in the form of dividends to shareholders. The shareholders then pay tax.
3. **What is a joint venture?**
 - A joint venture is a partnership that is formed to achieve a specific goal or to operate for a specific period of time; once the goal is reached, the partnership is dissolved.
4. **What are the advantages and disadvantages of a Limited Liability Company (LLC)?**
 - These combine aspects of corporations (protection from personal liability for business debts) and partnerships or individual owners (a pass-through tax structure). Most LLCs consist of two or more members, but many states allow a single-member LLC.
 - **Advantages** – A separate legal entity from its members; usually, only the LLC is responsible for the company's debts, which means limited liability for all owners (low risk).
 - **Disadvantages** – Taxable in some states; lack of uniformity in state laws.
5. **The type of ownership structure has little impact on the owner's decision to buy, sell or renovate a property.**
 - FALSE
6. **Minorities accounted for most of the growth in households between 2004 and 2009**
 - TRUE
7. **In a May 2010 Harris survey, 76% of US adults found owning tp be more favorable than renting**
 - FALSE

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Module 4: Property Evaluation and Due Diligence

Chapter 3: Skill Check – Market Analysis

- 1. What is a market analysis?**
 - A market analysis delivers the information necessary to allow the buyer to make an informed judgment on the value and price of the acquisition.
- 2. What are the three components to a market analysis?**
 - Regional Analysis
 - Neighborhood Analysis
 - Subject Property Analysis
- 3. What is a Metropolitan Statistical Area (MSA) composed of?**
 - One or more counties, at least one of which includes an urbanized area (UA)
 - A city with a population of 50,000 or more, urbanized areas consist of a central city in a metropolitan area along with the surround closely-settled territory constituting its “urban fringe” (a density of at least 1,000 persons per square mile).
 - MSAs with populations in excess of one million are often further subdivided, and Primary MSAs (PMSAs) within them are identified.
- 4. What is supply and demand and how does it affect a multifamily apartment community?**
 - Supply refers to the number of apartments available in the market at a given time.
 - Demand is the need or request for those available apartments.
 - Supply is less than demand=a market that favors the owner.
 - Supply is greater than demand=a market that favors the renter.
- 5. What is absorption?**
 - Absorption is the net change in apartments occupied within a market or submarket over a specific period of time.
- 6. Regional analysis should include what key items that can have a significant impact on a property?**
 - a. Rent control
 - b. Zoning restrictions
 - c. Building codes and restrictions
 - d. Infrastructure
- 7. A neighborhood can have a significant effect on the value of an asset. What should you assess in determining the relative health of a neighborhood?**
 - a. Amenities
 - b. Property comparison/condition

- c. Planned infrastructure improvements
- d. Transportation
- e. Schools
- f. Employment
- g. Government/associations

- 8. Rental comparisons allow you to identify and price valued unit amenities**
- a. TRUE

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Module 4: Property Evaluation and Due Diligence

Chapter 4: Skill Check – Property Inspection

1. What is functional obsolescence?

- Functional obsolescence refers to those items that may not be worn out or needing replacement but which are outdated or obsolete. Examples include light fixtures, colors used in the décor, wallpaper, floor coverings, or equipment in the apartment home, and cabinetry, counters, and appliances.

2. What is economical obsolescence?

- Economic obsolescence is the result of those problems that cannot be remedied such as a property located in a rapidly declining area without potential for improvement or turnaround. These issues are likely caused by problems in the neighborhood rather than by the property.

3. If a Phase I environmental survey identifies a hazard, whose responsibility is it to cure the hazard?

- The seller is responsible, unless it has been pre-negotiated and the purchaser has had an opportunity to consider it in the offering price.

4. According to the Environmental Protection Agency (EPA), what is the best way to control mold?

- Control Moisture

5. What are the seven design and construction requirements, as mandated by Fair Housing?

1. All covered units must be on an accessible route.
2. Public and common use areas must be easily accessible and usable by people with disabilities.
3. All doorways must be wide enough to allow entry by wheelchairs.
4. Accessible routes must be provided into and through the residence.
5. Light switches, thermostats and electrical outlets should be installed in accessible locations.
6. Bathroom walls must be reinforced to allow installation of grab bars, if necessary.
7. Kitchens and bathrooms must be designed so that wheelchairs are easily maneuverable.

6. Do these requirements apply to new construction, renovation or both?

- Under Fair Housing laws they only apply to new construction; however local building requirements may require renovations to meet some or all.

7. What does Section 504 of the Rehabilitation Act of 1973 require?

- Section 504 requires that federally-funded or assisted housing be readily accessible and usable by individuals with disabilities.

8. If your inspection revealed an environmental danger on a to-be-purchased property, what costs could be incurred to correct or remove the hazard?

- a. Inspection fees
- b. Permits
- c. Contractors
- d. Disposal
- e. Long-term liability for material removal
- f. Replacement costs
- g. Possible resident relocation costs

9. Property exterior inspections should include what features?

- a. Hazards and liabilities
- b. Resident safety issues
- c. Drainage and irrigation systems
- d. Landscaping
- e. Garages and covered parking
- f. Drives/parking areas
- g. Perimeter fencing/enclosures
- h. Access gates
- i. Sidewalks

10. What are the typical permits required for operating a property?

- a. Business license
- b. Certificates of occupancy
- c. Combustible waste
- d. Elevator operation
- e. Boiler
- f. Access gate
- g. Signage
- h. Pool/spa
- i. Alarm systems
- j. Telecommunication

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Module 4: Property Evaluation and Due Diligence

Chapter 5: Skill Check – Operational and Financial Analysis

- 1. What information does the rent roll analysis provide during due diligence?**
 - The rent roll is a record of occupancy and collection activity at a given time. It allows you to compare rent potential with lost income due to vacancy, concessions and collections losses.
- 2. Why are lease file audits important in the due diligence process?**
 - Auditing lease files is important to discover irregularities and determine if leases have been executed properly and are consistent.
- 3. What will the review of a good resident profile help you to analyze?**
 - Good resident profile information will help you analyze occupancy conditions, rent collection practices, and resident selection criteria. It will provide information about work locations and special interests which may be helpful in future marketing and advertising efforts. This information may result in a recommendation that the property's resident profile needs changing to improve the likelihood of better financial performance.
- 4. When evaluating a potential property acquisition, it is necessary to analyze current and potential expenses in what three areas?**
 - Operating Expenses
 - Capital Expenditures
 - Renovation Costs
- 5. Proforma statements are a good place to start when analyzing property potential.**
 - a. FALSE
- 6. A lease file audit can uncover missing or unsigned documents and provide a checklist to check for valid occupancies.**
 - a. TRUE
- 7. Delinquency reports can give you insight into how the existing staff is collecting rents.**
 - a. TRUE

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Module 4: Property Evaluation and Due Diligence

Chapter 6: Skill Check – Analyzing and Reporting Property Evaluation Results

- 1. What are the seven major sections of a property evaluation report?**
 1. Title Page
 2. Letter of Transmittal
 3. Description of the Property
 4. Market Analysis
 5. Physical Condition of the Subject Property
 6. Operational Analysis
 7. Conclusions and Recommendations
 8. Disclaimer
- 2. The two main questions that your report should answer are:**
 1. What will it cost?
 2. Does the investment make sense?
- 3. What is the disclaimer?**
 - The disclaimer is a paragraph that explains that the report contains data that was accurate at the time it was reported and that you are not responsible for changes that occurred after the report was written.

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Module 4: Property Evaluation and Due Diligence

Chapter 7: Skill Check – Property Acquisition

1. List at least five areas that should be addressed prior to acquisition:

- Insurance coverage for the property
- New forms, leases and applications
- Notify utility companies of change of ownership
- Notify vendors of change of ownership
- Establish banking accounts and relationships
- Order new office forms and stationery
- Review and adjust collateral leasing presentation material
- Review or develop job descriptions
- Review staffing and meet with existing staff members
- Create checklists of action items to be completed immediately and shortly after acquisition
- Alert Workers Compensation and Group Benefit providers of upcoming changes

2. List at least five areas that should be addressed on day one of an acquisition:

- Secure all keys from seller
- Change locks on key areas such as office, maintenance and vacant units
- Establish a key control system
- Establish cash control and rent control policies
- Meet with onsite personnel
- Inform employees of their job status
- If staff will be retained, onboard them to the new company
- Explain the owner's immediate priorities
- Physically inspect and document the property conditions

3. List at least five areas that should be addressed within the first week of acquisition:

- Send notices to all residents
- Implement new office procedures
- Establish and post office hours
- Address dress codes
- Notify answering service of changes
- Gather and distribute contact numbers appropriately
- Review delinquency reports, policies and procedures
- Orient employees to office, system, and company culture
- Inspect all vacant units and list make ready tasks
- Update the lease file audit
- Review leasing procedures

4. **If the new owner had selected a different management company, you should stand by and let the owner tell you what they need in order to hand over the property.**
 - a. FALSE

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Module 4: Property Evaluation and Due Diligence

Chapter 8: Skill Check – Property Renovation

- 1. To present a potential renovation to an owner you must prepare a needs assessment, why is this important?**
 - It is important to know and advise the owner/investor that these improvement which are intended to produce higher rents and/or lower operating costs for the property will do so and to quantify the potential result.
- 2. The owner or investor will want to consider what factors to evaluate the feasibility of doing a renovation?**
 - How long the property might be held
 - What is the cost of the improvements
 - What might be the tax consequences from new borrowing costs and improved cash flow
 - What will be the anticipated return on the additional equity
 - How will cash flow compare post renovation to current cash flow
 - Are tax credits for rehabilitation expenditures available
 - If environmental or energy retrofits are part of the plan are there any governmental incentives for completing them
- 3. When leasing during a renovation it is critically important to have leasing personnel focus on what factors?**
 - Aggressive marketing and leasing activity
 - To emphasize what has been improved
 - Describe with positive imagery what will be renovated soon
 - Make sure the leasing office accessible to both residents and prospects during the renovation
 - Generate excitement about the renovation
- 4. A proposed property renovation could result in higher rents and/or operating costs.**
 - a. TRUE
- 5. If you have contractors doing the renovation work, the OSHA reporting and safety measures are their responsibility.**
 - a. FALSE

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Module 4: Property Evaluation and Due Diligence

Chapter 9: Skill Check – Property Disposition or Refinancing

- 1. What are the two key factors to consider before deciding to dispose of an asset?**
 - The potential benefit of leverage
 - The expected future property performance
- 2. What is another alternative to selling a property to gain access to some of the equity that is being held?**
 - Refinancing
- 3. When refinancing one consideration is the “incremental cost” of the new financing, what does this mean?**
 - If the interest rate on the new funds borrowed is higher than the interest rate on the current loan, the incremental cost is even higher than the rate on the new funds. If the rate is lower, there would also be a lower incremental cost of the additional funds.
- 4. Why should you reconsider property disposition when it comes to leverage?**
 - a. Positive amortization allows the mortgage balance to steadily decrease and owner's equity to build.

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Module 4: Property Evaluation and Due Diligence

Chapter 10: Skill Check – New Development Feasibility

- 1. What are the three areas of a feasibility analysis?**
 - Supply and Demand Issues
 - Cost Feasibility
 - Other Feasibility Assumptions (e.g. general market demands, location, and demographic trends)
- 2. What is a lease up projection when it comes to new development?**
 - Lease up projections project how quickly units will be leased and at what rent levels. This information is necessary for property stabilization to be able to receive the permanent loan from the lender.
- 3. For what reasons may a lender revoke a loan commitment for permanent financing on a new development project?**
 - Certain time period to acquire a construction loan
 - Construction completion date
 - Minimum rent up requirements
 - Provisions for gap financing if rent up targets are not accomplished
 - Expiration date and extension provisions for permanent loan commitment
 - Failure to gain lender approval of an proposed design changes or building material substitution to prevent a quality “downgrade” to reduce costs
- 4. List the stages involved in the process of new apartment development.**
 - a. Land acquisition
 - b. Construction of the apartment community
 - c. Completion
 - d. Occupancy of the community over time
 - e. Management phase
- 5. What is the key advantage for involving property management in the information-gathering portion of new development feasibility?**
 - a. Property management personnel are most likely to best interact with other property management personnel and thus better able to gather and evaluate the necessary information.

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Module 5: Effective Leadership

Chapter 2: Skill Check – Leadership versus Management

1. **According to John Kotter, what separates management from leadership?**
 - Management focuses on systems, processes, planning and budgeting, organizing, staffing, controlling and problem solving.
 - Leadership sets direction, aligns people, drives change, encourages risk-taking, encourages learning, and enables growth.
2. **In the table of words below, place denote whether the words are associated with leadership or management.**

Management	Establishing
Leadership	Developing
Management	Detailed Steps
Leadership	Strategies
Leadership	Vision
Leadership	Coalitions
Management	Structure
Management	Policies and Procedures
Management	Monitoring
Leadership	Energizing
Management	Predictability and Order
Leadership	Satisfying Needs
Leadership	Teams
Management	Planning and Organizing
Management	Producing

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Module 5: Effective Leadership

Chapter 3: Skill Check – Emotional Intelligence

- 1. What is the difference between Intelligence Quotient (IQ) and Emotional Intelligence Quotient (EQ)?**
 - IQ, or the Intelligence Quotient, is the measure of what you know and how you process information. EQ, or the Emotional Intelligence Quotient, is the way you use personal and social skills to work effectively on your own and with others.

- 2. Why do relationships matter when it comes to EQ?**
 - Interviews with 2 million employees at 700 American companies have shown the primary factor in determining how long employees stay and how productive they are is the quality of their relationship with their immediate boss.

- 3. What are the two facets of Emotional Intelligence?**
 - Personal Competencies and Social Competencies

- 4. What are the two key areas of personal competencies?**
 - Self-awareness and self management

- 5. What are the two key areas of social competencies?**
 - Social awareness and relationship management

- 6. Why is EQ so important for senior leadership positions?**
 - a. Studies show the difference between an average performer and a star performer is 90% due to EQ, not IQ

- 7. List the characteristics that describe good relationship management skills.**
 - a. Influential
 - b. A catalyst for change
 - c. Good at conflict management
 - d. Collaborative

- 8. As a leader, you must be particularly aware of the people around you. List the three characteristics of a socially aware leader.**
 - a. Empathy
 - b. Organizational awareness
 - c. Service orientation

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Module 5: Effective Leadership

Chapter 4: Skill Check – Engagement and Motivation

1. What are some of the traits of engaged employees?

- Perform at a higher level every day
- Have great energy and enthusiasm
- Set challenging short and long term goals
- Commit fully to the company, team and work itself
- Look for efficient ways to accomplish duties
- Go above and beyond the basics

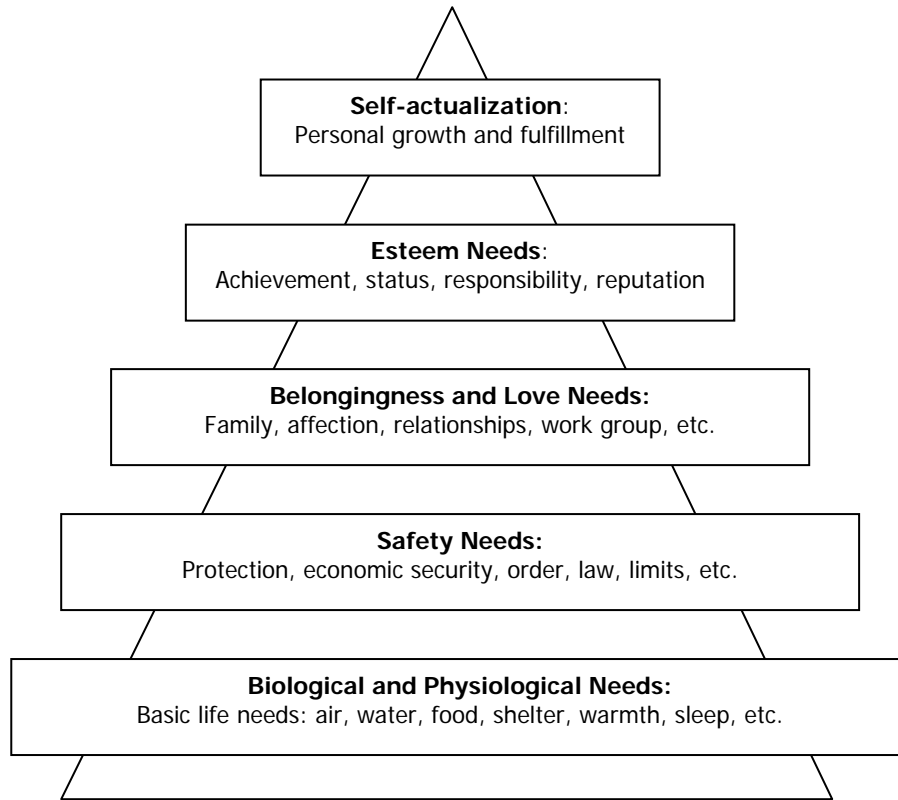
2. What are the eight Gallup engagement factors?

1. I know what's expected of me when it comes to responsibilities and results
2. The work that I do is a good fit with my skills
3. I am satisfied with the recognition I receive for doing a good job
4. There is someone at work that encourages my development
5. At work, my opinions seem to count
6. I feel my job is important
7. I receive the feedback I need to improve my performance
8. In the last year, I have had opportunities at work to learn and grow

3. List the four-step path that Gallup says links engagement to company financial success

- a. A company must maintain sustainable revenue increase
- b. The only way to sustain increases is to have engaged, loyal customers
- c. The only way to ensure you have engaged, loyal customers is to have engaged, loyal employees
- d. The only way to have engaged, loyal employees is to have great managers and leaders.

4. Fill-in the five levels on the below pyramid that represent Maslow's Hierarchy of Needs and some of the characteristics associated with each.



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Module 5: Effective Leadership

Chapter 5: Skill Check – Feedback and Coaching

1. What is the definition of a “coach”?

- A person who facilitates the learning that results in future-oriented activities. He or she is a trusted role model, advisor, friend, steward, or guide. A leader can be any of these.

2. What is the definition of “disciplining”?

- The process used to address substandard work performance or stop unwanted behavior. The employee’s performance has reached a stage where immediate corrective measures are required.

3. The “SBI” process has three elements to be utilized when giving feedback, what are they?

- Situation: Capture the situation
- Behavior: Describe the behavior
- Impact: Deliver your perception of the impact or result of the behavior

4. What are the six tips for giving feedback?

1. Give the feedback as soon as possible
2. Keep your statements simple
3. Be sincere
4. If there’s a pattern of behavior you want to reinforce or correct give feedback frequently
5. Feedback is a two-way street
6. Receiving feedback is just as difficult, if not more so, than delivering it

5. What are the two primary reasons for coaching people?

- Performance: To improve, maintain, or exceed work performance
- Development: To provide guidance on the employee’s general development and/or career development goals

6. What are the five steps to the basic coaching process?

1. Open the meeting
2. Gain alignment on the performance or development issue
3. Explore alternatives
4. Get commitment to act
5. Close the meeting

7. How should you respond to an employee who is resistant or disagrees with your feedback?

1. Reiterate your expectations and the consequences of not meeting them

2. Probe the employee to be ensure understanding of the consequences
 3. Ask the employee if he/she agrees the issue is worth discussing
 4. Repeat the process to reach agreement
 5. If you cannot reach agreement, end the session, shift focus to consequences of the behavior.
8. **When you coach a subordinate, be sure to provide all the answers so the session doesn't end with the employee still having questions on how to solve issues.**
FALSE

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Module 5: Effective Leadership

Chapter 6: Skill Check – Teambuilding

1. **What is a team?**
 - A team is comprised of a small number of people, with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.
2. **When it comes to emotional intelligence for teams there are four competencies that correlate with individual emotional intelligence competencies, what are they?**
 - Team Awareness
 - Team Management
 - Organizational Awareness
 - Organizational Management
3. **There are many different causes for a team to “go bad” or “derail”, what are some of these derailleurs?**
 - Lack of clear purpose and mission
 - Egos
 - Lack of trust and respect
 - Unresolved conflict
 - Lack of clarity of responsibilities
 - Putting personal goals ahead of the team goals
 - Lack of communication
 - Lack of direction
 - Poor leadership
4. **When creating team emotional intelligence there are four predictable stages, what are they?**
 1. Forming
 2. Storming
 3. Norming
 4. Performing
5. **Working groups bring together strong individual performers, each with an individual contribution to a project or decision, focusing on individual accountability**
 - TRUE
6. **What three behaviors need to be present before real team interaction can begin?**
 - Mutual trust among members
 - A sense of group identity
 - A sense of group efficacy

- 7. List aspects of organizational awareness that are critical for the EI team:**
 - Alignment of team purpose and organizational vision
 - Service orientation
 - Political/social awareness
- 8. Teams can cycle through the four developmental stages more than once?**
 - TRUE
- 9. Teams need to get through the norming stage to discover their cohesiveness before they enter the storming stage to deal with issues.**
 - FALSE