



**DYNAMIC DUOS-**  
**PROPERTY MANAGERS AND SERVICE**  
**COORDINATORS WORKING TOGETHER**  
Multifamily Housing Conference  
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# TODAY'S OBJECTIVES



- Understand Property Manager duties vs. Service Coordinator duties
- Understand where these duties overlap
- Determine your own personality
- Understand how to work with difficult people
- Be confident in communication styles
- Putting this information to practice on a property



# A DAY IN THE SHOES OF.....



# PROPERTY MANAGER RESPONSIBILITIES

- Is a degree required?
  - According to Occupational Handbook, a HS diploma is all that is required, however many management companies look for a bachelors or a real estate license
- Are advancement opportunities available?
- What are typical hours for a PM?
- Is a PM ever required to do overtime?
- If you are a PM, what is your single most important duty?



# PROPERTY MANAGER RESPONSIBILITIES

- Maintain and monitor waitlist
- Follows Tenant Selection Plans
- Collects and monitors rents
- Maintains tenant relations, including responding to tenant requests and complaints and takes appropriate action
- Coordinate unit turnovers
- Process resident move-outs
- Monitors building for safety
- Responds to emergency situations
- Responsible for annual recerts



# A DAY IN THE LIFE OF A PROPERTY MANAGER

- <https://www.youtube.com/watch?v=VWfrzilgBbU>



# RESIDENT SERVICE COORDINATOR REQUIREMENTS

- Is a degree required?
  - According to the Occupational Outlook Handbook: At minimum, a bachelors degree. (usually with years of experience) Many now want an MSW or some other level of masters degree
- Is there upward mobility?
  - Very rarely. Some management companies have directors of RSC's or equivalent , but many times must leave SC and go into PM to obtain advancement opportunities
- What are the typical hours?
  - Varies depending on location, FT or PT
- Is OT ever required?
  - Not “required” but in order to get work done might need to be done
- What is the single most important responsibility?



# RESIDENT SERVICE JOB DESCRIPTION

- Provide general assistance and advocacy related to supportive and social services to all residents; provide up-to-date information and clarification regarding programs such as Medicare, Medicaid, entitlements, and formal supportive and social services.
- Develop and maintain linkages with community resources.
- Refer and link residents to supportive services available in and provided by trusted partners/resources in the general community.
- Promote a positive social climate that fosters residents' psychosocial well-being by developing, implementing, and monitoring educational, recreational, and therapeutic programs for resident participation.
- Empower residents to meet their own needs through education, training, and accessing services for themselves
- Assessments/Surveys



## THE ROLE OF AN RSC IS NOT:

- Provide social activities for residents (coordinating activities is acceptable).
- Assess resident's level of functioning (assessing service needs is acceptable).
- Provide transportation.
- Provide medical services, diagnoses or medical advice.
- Provide direct services or hands-on care.
- Perform front office administrative tasks.



# OVERLAP OF THESE ROLES

Rent Units

Engage with residents

Unit Turnover

Develop and Maintain relationships with community resources

Assessments/surveys

Follow Fair housing regulations

Collect Rent

Work with residents through barriers

Refer Residents to resources

Ensure safety and well-being of residents and property

Develop Newsletter



	Services Staff	Property management
<b>Tenant Selection/Interviewing</b>	Usually no active role, must be aware of fair housing policies	Usually conducts the tenant selection and maintains waitlist. Gathers all information during tenant selection
<b>Orientation of Incoming Tenants</b>	Best practice: SS staff part of orientation, explaining to new residents what supportive services are available, local resources, when assessments will be done, etc. might also review house rules, see if any questions/concerns	Orient tenants about building maintenance, fire drills, policies/procedures, goes over the lease and house rules
<b>Rent Payments</b>	Offer assistance and referrals when residents are having trouble paying rent. Set up budget classes, help residents set up online rent payment, etc	Responsible for collecting rent and addressing issues of payment plans if possible (also responsible for eviction notices, even if due to non-payment of rent)
<b>Dealing with Nuisance &amp; Disruptive Behaviors</b>	Conflict resolution, helping residents understand what the disruptive behavior is, re-iterating house rules, policies/procedures. If the disruptive behavior is something that can be alleviated by outside supports, connecting resident with those supports. Still responsible for ensuring policies/regulations are followed	Make resident aware of behaviors, possible referral to RSC, reiterating policies/procedures, handing out lease violations, eviction notices if warranted
<b>Procedures during crises</b>	Policies and procedures should dictate what to do in an emergency. Each role should be clearly defined. Chain of command should clearly be spelled out. Ensure EMS has list of all mobility impaired individuals.	Policies and procedures should dictate what to do in an emergency. Each role should be clearly defined. Chain of command should clearly be spelled out. Ensure EMS has list of all mobility impaired individuals.
<b>Tenant Grievance Process</b>	A system should be in place in which every resident concern/grievance is handled in the same manner. Best Practice: written grievance procedure which will allow for follow up from SC/PM or both	A system should be in place in which every resident concern/grievance is handled in the same manner. Best Practice: written grievance procedure which will allow for follow up from SC/PM or both
<b>Tenant Councils</b>	Facilitate initial meetings. Help create by-laws, be an arm of assistance (printing flyers, adding stuff to newsletter, etc)	Attend meeting when presence is requested.
<b>Community Rooms</b>	Be aware of trends in the community and plan strategies for positively influencing the culture. Ensure all residents feel safe to use room. Ensure all policies/procedures	Be aware of trends in the community and plan strategies for positively influencing the culture. Ensure all residents feel safe to use room. Enforce policies/procedures. Handle room reservations (if applicable)
<b>Safety/Security</b>	Responsible for notifying PM regarding safety breeches and security concerns	Responsible for ensuring building safety and security, addressing issues brought to light.

## WORKING TOGETHER:

- The key to a successful relationship is based upon the understanding and clarity of each person's role and responsibility as well as the willingness and commitment to a collaborative team approach. It is critical that both parties have open communication and regularly update each other.

- Remember:  
**TEAMWORK MAKES  
THE DREAM WORK!**



# WANT TO BE SUCCESSFUL, WELL HERE ARE SOME TIPS:

- Have mutual respect for one another's professional boundaries, roles and areas of expertise.
- Understand and recognize the benefits of one another's roles and responsibilities.
- Establish an RSC referral process and form.
- Support one another and present a united team approach to residents, to the rest of the staff and to the community at large.
- Communicate effectively by providing, seeking and valuing feedback from one another.
- Establish a team process for problem and conflict resolution.
- Share knowledge of training and networking opportunities.
- Attend joint training opportunities.
- Respect and maintain resident confidentiality.



# DOES PERSONALITY AFFECT ROLE?

- The **Myers–Briggs Type Indicator (MBTI)** is an introspective self-report questionnaire claiming to indicate psychological preferences in how people perceive the world around them and make decisions
- It is based on the typological theory proposed by Carl Jung, who had speculated that there are four principal psychological functions by which humans experience the world – sensation, intuition, feeling, and thinking – and that one of these four functions is dominant for a person most of the time.
- There are a total of 16 possible “types” based on unique combinations of the preferences.
  - Four letters are used to represent a type, for example a person with preferences for Extraverted, Sensing, Thinking, Judging is called an ESTJ. • Each type has strengths and weaknesses. No type is better than another.



# SO WHAT?

- choose a career that might be a good match for your personality
- understand others
- understand your own behavior
- communicate better with others
- work more cooperatively in groups
- manage people better in a work situation
- appreciate individual differences
- and more...



# CHARACTERISTICS OF A PROPERTY MANAGER?

- Individuals who tend to enjoy and excel in the field, might very well be: ESTJ type
  - Look at problems objectively
  - Pay particular attention to detail
  - Like to be the type to “take action”
  - Are usually not afraid to express their own opinion
  - Like planning
  - Well organized
  - Easily frustrated if others on the team aren’t as well organized



# CHARACTERISTICS OF SERVICE COORDINATORS

- Commonly are: Introverted-Intuitive-Feeling-Judging (INFJ)
  - Enjoy facilitating others emotional, spiritual or intellectual development
  - Depend on communication to foster growth
  - Energized by the inner world of reflection, thought, and contemplation
  - Love to ask “why”
  - Like planning
- <http://careerassessmentsite.com/tests/myers-briggs-tests/about-the-myers-briggs-type-indicator/the-16-myers-briggs-personality-types/infj/>



# JOB STRESSORS

## Extroverts

- Working Alone
- Communicating via email
- Lengthy work periods with no interruptions
- Having to reflect before taking action
- Having to focus in-depth on 1 thing
- Getting feedback only in writing

## Introverts

- Working with others
  - Talking on the phone a lot
  - Frequent interruptions
  - Having to act quickly without reflection
  - Having too many concurrent tasks
  - Getting only verbal feedback
- 

# JOB STRESSORS

## Sensing

- Attending to own and others' insights
- Having to do old things in a new way
- Having to give an overview without details
- Looking for the meaning in facts
- Focusing on possibilities
- Too many complexities

## Intuitive

- Having to attend to realities
- Having to do things in a proven way
- Having to attend to details
- Checking the accuracy of facts
- Needing to focus on past experiences
- Being required to be practical



# JOB STRESSORS CON'T

## Thinking Types

- Using personal experience to assess
- Adjusting to individual differences and needs
- Focusing on people
- Using empathy to make decisions

## Feeling Types

- Analyzing situations objectively
- Setting criteria and standards
- Focusing on Flaws
- Focusing only on tasks, not people
- Using logic alone to make decisions



# JOB STRESSORS CON'T

## Judging Types

- Waiting for structure to emerge from process
- Being expected to use “inner timing”
- Working with too flexible time frames/deadlines
- Dealing with surprises
- “Winging” It

## Perceiving Types

- Having to organize self or others
- Working within time frames
- Being required to plan ahead
- Being On time
- Having to simply finish and move on



# DIFFICULT PEOPLE...DUN DUN DUN

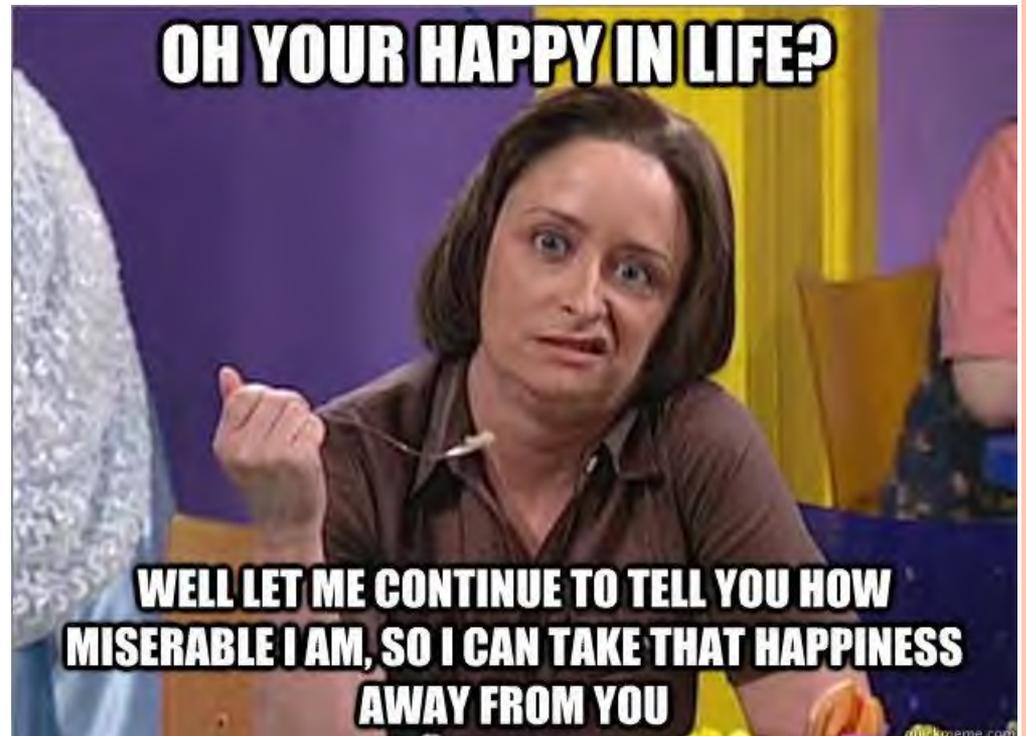
- Insert youtube clip



# 4 TYPES OF DIFFICULT PEOPLE

## ○ Downers

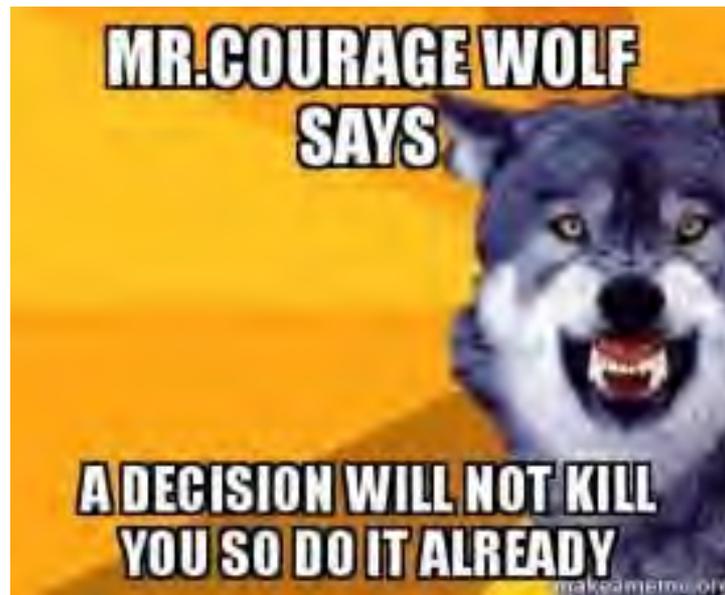
- The Debbie Downer
- Nothing is ever good enough
- No one can be happy



# 4 TYPES

## ○ Passive

- Never makes decisions
- “Whatever you want”
- 1 word answers in conversations
- Again usually results from low confidence

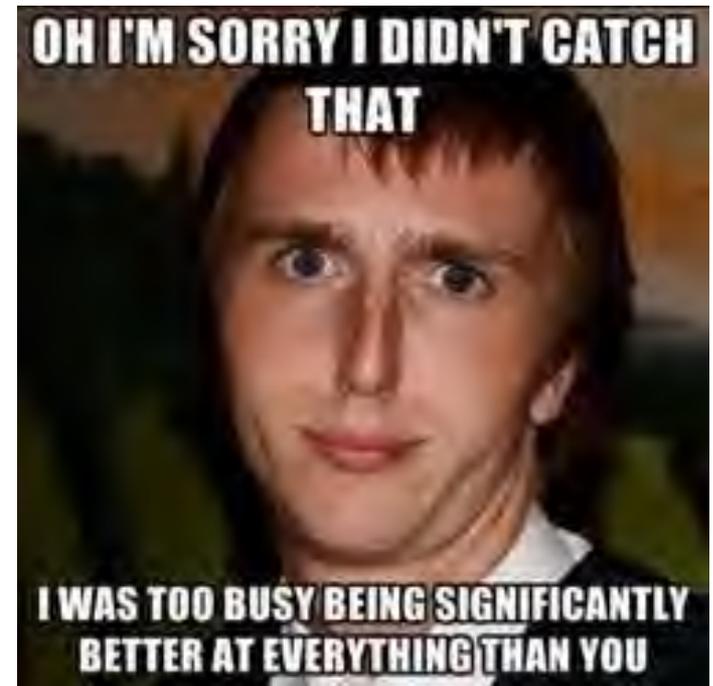
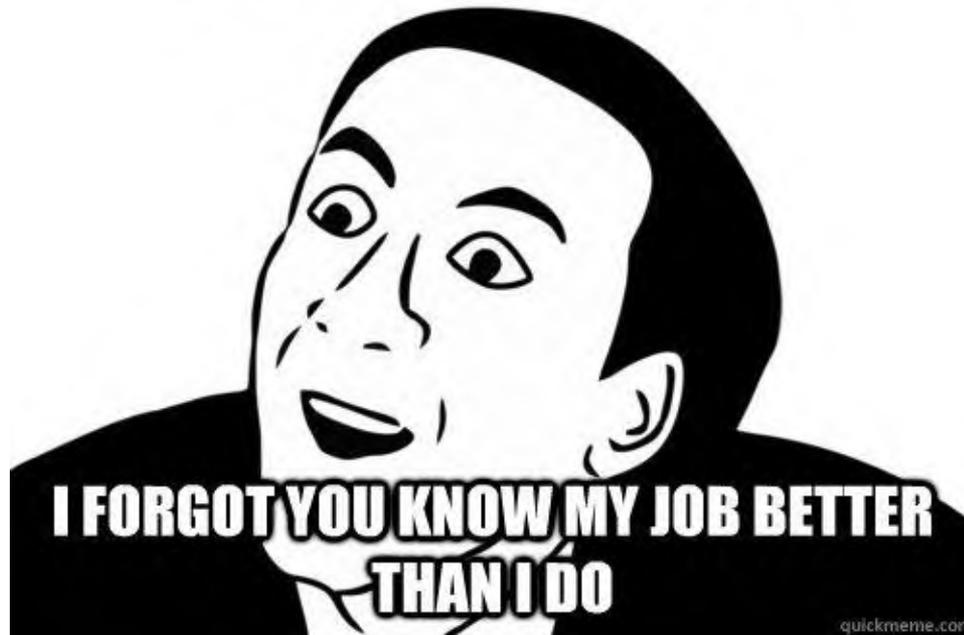


# 4 TYPES CON'T

## ○ The Better Thans

- Those that always have to one up you
- Always name dropping
- Do this due to low confidence

**OH, I'M SORRY**



# FINAL TYPE

## ○ THE TANKS

- Angry, Explosive
- “Bossy”
- Control Freaks

I'm not really  
a control freak

**BUT...**

can I show you  
the right way  
to do that?



# HOW TO DEAL WITH THEM

- Identify which of the 4 types they are
- Realize you can't fix them, you must adjust to them
- Try and understand them
  - Find their Value Language
    - What drives their actions?? (knowledge, money, people, etc.)
- Make sure they are not toxic to you
  - Set Limits
  - Know safe conversations



# EFFECTIVE COMMUNICATION

- 90% of communication is non-verbal!

- Eye Contact
  - Keep Culture in mind though
- Posture
- Paralinguistic
  - Tone of voice, volume, inflection, pitch
- Gestures

- Lawyers are known for using such effective subtle non-verbal communications, such as looking at a watch to indicate the other's argument is tedious that some judges places limits on what type of nonverbal behaviors are allowed in the courtroom!

- Facial Expressions
  - Facial expressions for happiness, sadness, anger and fear are similar throughout the world!



# 7 C'S OF EFFECTIVE COMMUNICATION

## ○ Completeness

- A complete communication always gives additional information wherever required. It leaves no questions in the mind of receiver.
- Complete communication helps in better decision-making by the audience/readers/receivers of message as they get all desired and crucial information.

## ○ Conciseness

- Communicating what you want to convey in least possible words without forgoing the other C's of communication

## ○ Consideration

- Must take the audience into consideration, i.e., the audience's view points, background, mind-set, education level, etc.

## ○ Clarity

- Emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once

## ○ Concreteness

- Being particular and clear rather than fuzzy and general

## ○ Courtesy

- The sender of the message should be sincerely polite, judicious, reflective and enthusiastic; Courtesy implies taking into consideration both viewpoints as well as feelings of the receiver of the message.

## ○ Correctness



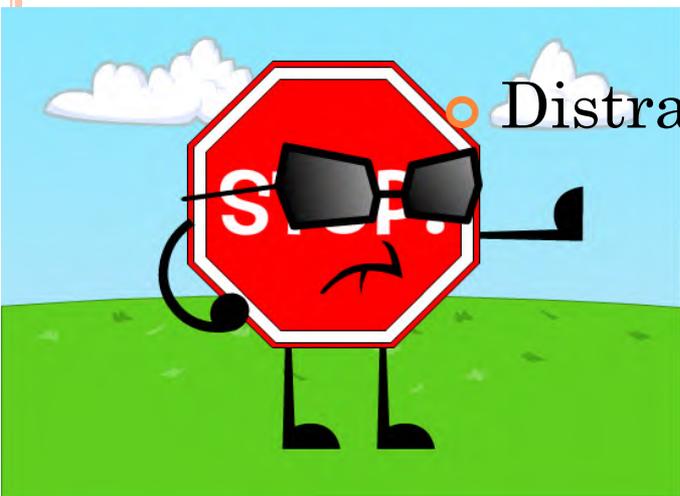
# COMMUNICATION TIPS

- Communication should be two-way!  
Encourage questions, ask questions
- Consider the sender/receiver's communications strengths and weaknesses, and communicate in the manner that is best accepted by the sender/receiver.
- Paraphrase what you heard back to the speaker, to ensure you have a common understanding.
- Don't be thrown off course by words that affect you emotionally. Continue to listen even when the urge is to start debate.
- Communicate to be understood. Many people communicate to impress -not express



# COMMUNICATION STOPPERS

- Giving Orders “Don’t talk like that”
- Warnings “If you do that, you’ll be sorry”
- Moralizing “You should...”
- Advising “I suggest that you”
- Diagnosing “You feel that way because..”
- Judging “You are wrong about that”
- Name Calling, “You’re acting like..”
- Distracting “Let’s talk about something else”
- Interrupting “But what about..”



# RESOLVING CONFLICT

- Talk with those involved individually first
- Meet with all involved together
- Pay attention to each person's concerns
- Summarize key issues from all parties
- Discuss options for resolution
- Reality - test the options
  - What if scenarios
- Negotiation
  - Possible compromises
- Ensure everyone is satisfied



# PUTTING IT ALL TOGETHER- REFERRALS

- [http://www.phfa.org/forms/housing\\_services/start\\_up\\_guide/mf\\_hs\\_sample\\_03\\_referral\\_2012.pdf](http://www.phfa.org/forms/housing_services/start_up_guide/mf_hs_sample_03_referral_2012.pdf)
- Can come from management, maintenance, another resident
- Have in visible places throughout the property
- Have a simple way of “handing them in”
- Maintain confidentiality



# CONFIDENTIALITY:

- Confidential information about a resident is to be treated respectfully and with great concern for the resident's privacy. However, the RSC is a part of a larger management team and the files belong to the management company and may be accessed by other members of the management team on **a need-to-know basis**.
  - There are several reasons why a manager would need to access the files, such as for supervision and to follow-up on issues in the absence of the service coordinator,
  - So it is essential that the RSC inform residents that the manager and other staff of the management company have access to files on this need-to-know basis
- Residents also need to be informed that the files need to be available for quality assurance reviews by state and/or federal agencies (if applicable).



# CONFIDENTIALITY

- Confidential information regarding a resident may be released to other parties when there is a signed and dated release of confidential information form in the file.
  - In some cases, verbal permission can be given, but be sure to document
- Confidentiality may be broken in the event of an emergency and will be broken when there is a lease violation, suspected fraudulent activity, suspected abuse or neglect, if they present a clear and present danger to themselves or others, or if the information is subpoenaed by a court of law
- **\*\*Information should be reviewed at move in and at least annually with residents\*\***



# RECORD KEEPING

## Property Management

1. Rental Application Form
2. Tenant Income Certification (TIC)
3. Third Party/Source Verifications
4. Residential Lease
5. Lead-Based Paint Disclosure, if applicable

## Service Coordinator

- Face to face convos, phone calls, written correspondence that are specific to resident well-being
- Desired resources or supports identified by resident
- Follow-ups
- Names of agencies resident is referred to
- Copies of documents you help resident with
- Release of information
- Confidentiality form
- Refusal of services
  
- \*\*all files to be kept in a locked cabinet/drawer or in an office that can be locked\*\*



# HELPING RESIDENT UNDERSTAND RSC ROLE

- Communicate clearly in writing to residents what your role and responsibilities are as their RSC so that residents, families and service providers know what to expect. This can be included in the welcome packet and reviewed with residents annually and as needed.
- If a resident comes to you with something is not your role, be sure to inform them and let them know this has to go to the other role.
- Avoid role blending as much as possible.



# RESPECTING THE OTHER'S ROLE

- Think before you speak!
- Create an inclusive work environment.
- Practice respect in all communications, verbal, listening and body language.
- Practice self-restraint & anger management skills.
- Adopt a positive attitude and solution driven approach in resolving conflicts.
- Rely on facts rather than assumptions.
- Be a bridge builder and role model for civility and respect 😊



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