Building an Effective Property Management Team

Michael Pico
Chief Human Resources Officer
BUILDING AN EFFECTIVE PROPERTY MANAGEMENT TEAM

• The Basics of the Build:
  • The War for Talent
  • Turnover vs Retention
  • Employee Engagement

• The Build:
  • Attracting Talent
  • Recruiting Talent
  • Training Talent
  • Keeping Talent
WHAT MAKES A SUCCESSFUL PROPERTY?

- Curb Appeal
- High Occupancy
- Low AR
- Successful REAC’s
- Fully Staffed
- Amenities
- Strong Leadership
- Strong Maintenance Team
- Benefits/Compensation
- Training and Development
- Culture
- Strong Team
THE TOP 5 CHALLENGES AHEAD

• Employers believe some of the most challenging issues in the year ahead are:

  1. Attracting strong, competent management and dedicated, capable staff
  2. Offering competitive compensation and benefits
  3. High employee turnover
  4. Developing employees and future leaders for succession
  5. Managing the hiring process and tracking applicants

• Winning the “War for Talent”
BUILDING AN EFFECTIVE PROPERTY MANAGEMENT TEAM

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THE WAR FOR TALENT

- **The Great Resignation, the Big Quit, the Talent Shortage...**
  - 3.6% Unemployment Rate - April 2022

- It’s getting harder to find people to come back into the labor market, even if you’re paying higher wages.

- Identifying quality talent is not difficult but requires a considerable amount of time, money, and effort.

- Job seekers expect a consumer-like experience and human touch to nurture their journey.
THE WAR FOR TALENT

• The battle for talent at every level can be a costly one.
• The constant churn of hiring, onboarding and resigning is resource-draining and expensive.
• According to Gallup, an organization of 100 employees can expect replacement costs to be between $660,000 to $2.6 million annually.
• Is your organization prepared for that kind of hit to your bottom line?
THE WAR FOR TALENT CONTINUES…

• Twenty-one percent of American workers took a new job in the past 12 months, according to a Grant Thornton survey.
  • Of them, 40% are actively looking for another job.

• Such job-switchers may account for a large share of the labor-market churn in the near term as the Great Resignation continues.

• Workers are benefiting from a hot labor market in which job openings are near record highs and pay has increased at its fastest clip in years, as businesses are forced to compete for talent.
  • They’ve made the [recent] switch, and it’s proven to be very easy, so they’re willing to make that switch again.
WINNING THE WAR

- Training Industry says to survive the Big Quit, "It’s not just about finding the right talent. It’s about keeping the talent you have."

- Korn Ferry surveyed nearly 700 professionals and found that "almost one-third (31%) said they were thinking of leaving their job even though they didn’t have another one lined up." This fuels the battle for talent.

- Winning the war for talent will require organizations to be creative about how they recruit, retain and reskill people—with an imperative to unite employees behind a reinvigorated, reinvented purpose.


**TURNOVER VS RETENTION**

- **Employee Turnover** refers to the total number of workers who leave a company over a certain time period. It includes those who exit voluntarily as well as employees who are fired or laid off—that is, involuntary turnover.
- **Employee Retention** is the organizational goal of keeping talented employees and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees, and providing competitive pay and benefits and healthy work-life balance.
TOP REASONS EMPLOYEES LEAVE

- Career advancement or promotional opportunities • 32%
- Pay/benefits • 22%
- Lack of fit to job • 20%
- Management or the general work environment • 17%
- Flexibility/scheduling • 8%
- Job security • 1%

At least 75 percent of the reasons for costly voluntary turnover come down to things that managers can influence! 100% ~ Gallup
HOW MUCH DOES TURNOVER COST?

The Cost Of Replacing An Employee Is Somewhere Between 90% And 200% Percent Of Their Annual Salary.

Researchers at Columbia University Pegged It At 150%, Depending On The Position – SHRM

An organization of 100 employees can expect replacement costs to be between $660,000 to $2.6 million annually – Gallup
THE COST OF TURNOVER BEYOND DOLLARS

- Unwanted turnover affects the performance of an organization:
  - Lower organizational morale and engagement
  - Additional training for new employees
  - Loss of knowledge retention (aka “tribal or institutional knowledge”)
- As the availability of skilled employees continues to decrease, it may become increasingly difficult to retain sought after employees.
- Turnover costs can have a significant negative impact on a company's reputation.

If you’re constantly recruiting because of high turnover, you’re stuck in a cycle of hiring instead of engaging and encouraging high performers.
EMPLOYEE TURNOVER

Instill a positive culture
Effective practices in several areas can be especially powerful in enabling an organization to achieve its retention goals. Some of these areas include:

- Recruitment
- Socialization
- Training and Development
- Compensation and Rewards
- Supervision
- Employee Engagement...
EMPLOYEE ENGAGEMENT

• How would you define employee engagement?
  • What aspects could you control?
  • Why is it important?
THE BENEFITS OF EMPLOYEE ENGAGEMENT
5 REASONS WHY EMPLOYEE ENGAGEMENT IS IMPORTANT?

- Engaged employees boost productivity
- Employee engagement increases customer satisfaction
- You’ll retain your best people
- Employee engagement enhances company culture
- Engagement is a symptom of success
DRIVERS OF EMPLOYEE ENGAGEMENT

- Employee perceptions of job importance.
- Employee clarity of job expectations.
- Career advancement / improvement opportunities.
- Regular feedback and dialogue with superiors.
- Quality of working relationships with peers, superiors, and direct reports.
- Perceptions of the ethos and values of the organization.
- Effective internal employee communications.
Building an Effective Property Management Team: Part Two

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• The Build:
  • Attracting Talent
  • Recruiting Talent
  • Training Talent
  • Keeping Talent
ATTRACTING TOP TALENT
EMPLOYER BRAND

- **Employer Brand** is branding and marketing the entirety of the employment experience.
- It describes an employer's reputation as a place to work, and their employee value proposition, as opposed to the more general corporate brand reputation and value proposition to customers.
TIPS FOR ATTRACTING TOP TALENT

• *Create a talent pipeline*
  • If your organization is rethinking how to attract top talent, it’s essential to consider reaching both active and passive candidates.

• *Advertise what sets you apart*
  • Showcasing your employer brand
  • Knowing and promoting your organization’s key strengths will make it easier to attract top talent

• *Leverage your internal team*
  • Feature employee testimonials on your career’s pages, job listings, social media, and other marketing efforts.
  • Employee referral programs can also help with recruiting talent.

• *Stand out as an employer of choice*
  • People want to work for – and do business with – companies with the best workplace cultures
TIPS FOR ATTRACTING TOP TALENT

• **Create brand awareness through social media**
  • Facebook, Twitter, and LinkedIn are visible places to showcase company events, highlight employee testimonials, and connect with top talent.

• **Education and community outreach**
  • Consider creating a company internship or mentoring program

• **Host an open house or job fair**
  • Allow applicants to experience your organization up close and personal.

• **Create a great experience for candidates**
  • It’s essential to give candidates a positive view of your company.
BRAINSTORM

What have you used before?
What tip will you try?
What else can you do?
HIRING TOP TALENT
TIPS FOR HIRING TOP TALENT

• Hire for attitude – it is not trainable
• Present applicants with a realistic job preview
• Where possible, promote from within
• Conduct panel or group interviews checking for a cultural fit
• Hiring faster does not mean hiring better
• Promote employee referrals
• Keep job descriptions up to date
• Monitor social media
• Know Your Brand.. when you see it, recruit it!
BRAINSTORM

What have you used before?

What tip will you try?

What else can you do?
WHAT DO YOU TRAIN ON?

- Management
- LIHTC
- Customer Service
- Leasing
- REAC
- Coaching
- Recruiting
- Maintenance
- Diversity and Inclusion
- Compliance
- HVAC
- Supportive Services
- Fair Housing
- Budgeting
- Discrimination
- IT Software
4 WAYS THAT EMPLOYEE TRAINING CAN HELP YOUR PROPERTY MANAGEMENT COMPANY

• Your entire staff will know how to comply with laws and regulations.
• Your maintenance team will learn how to best handle daily tasks.
• Your employees will gain a full understanding of options (compliance, insurance, etc.) for tenants, as well as how to protect the company itself.
• Your staff will know how to effectively handle HR related tasks and incidents.
TRAINING TOP TALENT

- Onboarding vs Orientation
10 TIPS FOR ONBOARDING NEW EMPLOYEES

- Get help from your team
- Encourage feedback
- Help them set goals
- Give praise and feedback
- Use team-building activities

- Give them a thorough tour
- Provide them with resources
- Make yourself available
- Give them breaks
- Check in with them
TIPS FOR TRAINING TOP TALENT

- Assess the current skill level of the trainee
- Follow up on learning outcomes
- Include learning methods beyond just lecturing
- Include hands-on learning
- Give adequate breaks
TIPS FOR TRAINING TOP TALENT

- Cover work for employees as needed
- Get input on what the trainees expect to get out of the session
- Let the attendees know the full plan and expected outcomes in advance
- Track the training completed by each person
- Ask for feedback
BRAINSTORM

What have you used before?
What tip will you try?
What else can you do?
KEEPING TOP TALENT
• What was the best company you ever worked for?
• What was it about that company that made it the best?
Workplace Culture

- Work culture is a collection of attitudes, beliefs and behaviors that make up the regular atmosphere in a work environment. Healthy workplace cultures align employee behaviors and company policies with the overall goals of the company, while also considering the well-being of individuals.

- Work culture determines how well a person fits into their environment at a new job and their ability to build professional relationships with colleagues.

- Your attitude, work-life balance, growth opportunities and job satisfaction all depend on the culture of your workplace.
ELEMENTS OF A HEALTHY WORK CULTURE

- Accountability
- Equity
- Expression
- Communication
- Recognition
IMPORTANCE OF A POSITIVE WORK CULTURE

- Better hiring choices
- Employee happiness
- Employee retention
- Performance quality
- Reputation

- Build an Effective Property Management Team
POSITIVE WORKPLACE CULTURE
TARGETED STRATEGIES TO KEEP TOP TALENT

- Define an engagement plan
- Know your metrics
- Understand diversity and inclusion
- Annual and mid-year employee opinion surveys
- Conduct town halls and focus groups
- “Know” your employees
- Conduct stay interviews
- Review communication strategies
- Conduct management/leadership training
- Explore work-life options
- Review job descriptions

- Meaningful employee events and communication
- Produce total compensation statements
- Explore bonus potential opportunities
- Expand your health and wellness options
- Review hiring practices
- Track internal promotions and employee referrals
- Develop a business aligned training curriculum
- Revisits company policies
- Define a recognition program
- Initiate a corporate citizenship program
- Give realistic job previews
BRAINSTORM

What have you used before?

What tip will you try?

What else can you do?
• What specifically will you do to build an Effective Property Management Team?
• How will you know its working?
• Who can keep you accountable?
Thank You!

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