Vice President of Operations

System Manual

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

Systems   Manual: Vice President of Operations (VPO)

KRA's – Key Result Areas

Templates:

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

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

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

h. Team Member Files - Folder
i. Termination info - Folder
j. Investability Inquiry EM
k. Team Member Anniversary Dates

4. **Paperwork Review**
   a. Payroll Totals Spreadsheet - Folder
   b. Monthly compensation calculation - Folder
   c. Binder Edge Label
   d. Payroll Binder Front Page
   Uncleared Checks Review
   ~~Rent Protect - Folder~~
   GM Current Tenant Release Form
   Release Agreement
   Settlement & Release- Application Fee
   Grace Gives Word Template
   Reletting fee due to back to GM
   CEO Dashboard – Folder
   Reasonable Accommodation & Modifications – Folder
   Checkbook Balances – Folder
   Old Paper Application for Residential Rental

5. **Other**
   a. Password template
   aa. 2023 masterlist (not real Oct)
   b. Recurring monthly calendar - VPO
   f. Christmas Owner Gift List
   g. Recommended Reading List
   j. P/E Sheet – VPO
   l. Forwarding address instructions
   m. Operational Documents - Folder
   n. Real Estate Audits - Folder
   p. Google Review Request
   q. Completed Incident Forms - Folder
   t. Meeting Notes - Folder
   v. Voice Mail - Folder
   w. New Mgmt Agreement
   x. Property Taxes

Position Overview – Vice President of Operations (VPO)

Reporting to the President.

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

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

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

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

System Manual Overview:

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

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

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

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

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

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

1- GM Hiring

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

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

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

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

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

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

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

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

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

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

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

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

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

1. All GM team members will report to the VPO. (All non-PM's)

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

3. A necessary aspect of the VPO leading and coaching the GM team member is accomplished by the VPO bringing three things to the office every day:
   1. Energy:
      The VPO must find ways to bring inspiration, excitement, and passion to the GM team member so that they WANT to give GM their best efforts.

   2. Clarity:
      Every GM team member must be 100% clear on what they must do to "win" and understand how what they do contributes to the overall success of the organization.

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

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

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

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