

Section 2 - Benchmarks

Benchmarks Listing

Corporate/Regional Positions

| Position Code | Position Title |
|-----------------------------|---|
| Executive/Management | |
| 1010 | Chief Executive Officer |
| 1020 | Chief Operating Officer |
| 1021 | Chief Administrative Officer |
| 1110 | Chief Financial Officer/Top Financial Executive |
| 1111 | Chief Accounting Officer |
| 1040 | Chief Investment Officer/Top Investment Executive |
| 1250 | Chief Legal Officer/Top Legal Executive |
| 1310 | Chief Information Officer |
| 1025 | CEO/President - Subsidiary |
| 1030 | Top Division/Group/Regional Executive |
| 1050 | Head of Business Development |

Finance/Accounting

| | |
|-------------|---|
| 1130 | Corporate Treasurer |
| 1140 | Corporate Controller |
| 1610 | Head of Internal Audit |
| 1611 | Internal Auditor |
| 1145 | Property Controller/Director of Property Accounting |
| 1150 | Property Accounting Manager |
| 1160 | Senior Property Accountant |
| 1165 | Property Accountant |
| 1172 | Senior Accounts Payable Clerk |
| 1166 | Accounts Payable Clerk |
| 1185 | Accounts Receivable Clerk |
| 1189 | Manager Financial Analysis |
| 1171 | Senior Financial Analyst |
| 1170 | Financial Analyst |
| 1174 | Cash Management Manager |
| 1175 | Cash Management Analyst |
| 1179 | Head of Tax |
| 1180 | Tax Manager |

Human Resources

| | |
|------|-----------------------------------|
| 1220 | Head of Human Resources |
| 1221 | Human Resources Manager |
| 1222 | Compensation and Benefits Manager |

Bolded positions are new/revised for 2018.

Section 2 - Benchmarks

Benchmarks Listing

Corporate/Regional Positions (continued)

| Position Code | Position Title |
|------------------------------------|---|
| Human Resources (continued) | |
| 1223 | Compensation Manager |
| 1224 | Benefits Manager |
| 1231 | HRIS Manager/Director |
| 1225 | HRIS Analyst |
| 1230 | Head of Training and Development |
| 1585 | Director of Property Management Training and Development |
| 1586 | Senior Property Management Trainer |
| 1587 | Property Management Trainer |
| 0216 | Regional HR Generalist |
| 1590 | Payroll Manager |
| 1591 | Payroll Clerk |
| 1227 | Senior HR Assistant |
| 1226 | HR Assistant |
| Asset Management | |
| 1430 | Head of Asset Management |
| 1435 | Senior Asset Management Manager |
| 1440 | Asset Management Manager |
| Construction | |
| 1480 | Head of Construction |
| 1481 | Director of Construction |
| 1485 | Senior Construction Manager |
| 1486 | Construction Manager |
| 1491 | Senior Project Manager |
| 1490 | Project Manager |
| 1495 | Construction Superintendent |
| 1496 | Head of Rehabilitation/Renovation |
| 1497 | Rehabilitation/Renovation Projects Regional Director |
| 1498 | Rehabilitation/Renovation Projects Manager |
| Development | |
| 1459 | VP Project Development |
| 1460 | Director Project Development (formerly Head of Project Development) |
| 1465 | Senior Development Manager |
| 1470 | Development Manager |
| 1471 | Development Analyst |
| 1472 | Contract Administrator |

Bolded positions are new/revised for 2018.

Section 2 - Benchmarks

Benchmarks Listing

Corporate/Regional Positions (continued)

| Position Code | Position Title |
|--|--|
| Facilities Management | |
| 0115 | Head of Facilities Management/Engineering |
| Information Technology | |
| 1311 | Head of Information Technology |
| 1312 | IT Manager |
| 1316 | Senior IT Analyst |
| 1313 | IT Analyst |
| 1314 | IT Support Specialist |
| Regional Maintenance Management | |
| 1520 | Regional Manager - Maintenance (Over 5,000 Units) |
| 1521 | Regional Manager - Maintenance (2,400 - 5,000 Units) |
| 1522 | Regional Manager - Maintenance (Under 2,400 Units) |
| Marketing | |
| 1534 | Head of Marketing |
| 1535 | Regional Manager - Marketing |
| 1537 | Marketing Specialist |
| 1538 | Social Media Specialist |
| 1541 | Customer Service/Relations Supervisor/Manager – Corporate Level |
| 1542 | Senior Customer Service/Relations Representative – Corporate Level |
| 1539 | Customer Service/Relations Representative – Corporate Level |
| Revenue Management | |
| 1167 | Head of Pricing |
| 1168 | Pricing Manager |
| 1169 | Pricing Analyst |
| Purchasing/Procurement | |
| 1605 | Head of Purchasing/Procurement |
| 1606 | Purchasing Manager |
| 1607 | Buyer |
| Property Management | |
| 1450 | Head of Property Management |
| 1510 | Vice President - Property Operations |
| 1511 | Area/Regional Vice President – Property Operations |
| 1530 | Regional Manager - Property Operations (Over 5,000 Units) |
| 1531 | Regional Manager - Property Operations (2,400 - 5,000 Units) |
| 1532 | Regional Manager - Property Operations (Under 2,400 Units) |
| 1543 | Affordable Housing Manager |
| 1533 | Affordable Housing Specialist |

Section 2 - Benchmarks

Benchmarks Listing

Corporate/Regional Positions (continued)

| Position Code | Position Title |
|----------------------------------|-------------------------|
| Risk Management/Insurance | |
| 1120 | Head of Risk Management |
| 1125 | Risk/Insurance Manager |
| 1127 | Risk Analyst |
| Transactions | |
| 1420 | Head of Transactions |
| 1421 | Transactions Manager |
| 1425 | Transactions Analyst |

Bolded positions are new/revised for 2018.

Section 2 – Benchmarks

Benchmarks Listing (continued)

Onsite Positions - Single Site

| Position Code | Position Title |
|----------------------|---|
| 0110 | Bookkeeper |
| 0092 | Leasing Manager |
| 0099 | Senior Leasing Consultant |
| 0100 | Leasing Consultant |
| 0130 | Maintenance Manager (Over 500 Units) |
| 0140 | Maintenance Manager (300 - 500 Units) |
| 0150 | Maintenance Manager (100 - 299 Units) |
| 0152 | Maintenance Manager (Under 100 Units) |
| 0171 | Senior Maintenance Technician |
| 0170 | Maintenance Technician |
| 0180 | Make Ready/Maintenance Assistant |
| 0190 | Groundskeeper |
| 0200 | Painter |
| 0210 | Housekeeper |
| 0050 | Property Manager (Over 500 Units) |
| 0060 | Property Manager (300 - 500 Units) |
| 0070 | Property Manager (100 - 299 Units) |
| 0072 | Property Manager (Under 100 Units) |
| 0080 | Assistant Property Manager |
| 0220 | Concierge |
| 0214 | Customer Service/Relations Representative |

Onsite Positions - Multi-Site

| | |
|------|--|
| 0125 | Multi-Site Maintenance Manager |
| 0040 | Multi-Site Property Manager (formerly Senior Property Manager) |
| 0172 | Multi-Site Maintenance Technician |
| 0101 | Multi-Site Leasing Consultant |

Bolded positions are new for 2018.

Section 2 - Benchmarks

Benchmarks Descriptions

Corporate/Regional Positions

Executive/Management

Pos.

Code

- 1010 Chief Executive Officer:** Directs the development of short- and long-range objectives, policies, budgets and operating plans for the organization. As approved by the Board of Directors, oversees their consistent interpretation, implementation and achievement. Establishes an organization hierarchy and delegates limits of authority to subordinate executives regarding policies, contractual commitments, expenditures and personnel matters. Represents the organization to the financial community, industry groups, key customers, representatives of government and regulatory agencies, and the general public. May serve as presiding officer of the Board of Directors and guide its deliberations and activities.
- 1020 Chief Operating Officer:** Serves as second-in-command to the CEO and in his/her absence stands in as CEO. Directs and coordinates the activities of the organization in accordance with policies, goals and objectives established by the Chief Executive Officer and the Board of Directors. Directs the activities of two or more major functions within the organization. Ensures the achievement of short- and long-range goals for operations, human resources, financial performance and growth.
- 1021 Chief Administrative Officer:** Has primary responsibility for two or more major staff functions such as Finance, Human Resources, Legal, Public Relations, Information Technology or Government Relations. Generally reports directly to the Chief Executive Officer.
- 1110 Chief Financial Officer/Top Financial Executive:** Plans, directs and controls the organization's overall financial plans and policies, accounting practices, and relationships with lending institutions, shareholders and the financial community. Directs such functions as treasury, budgeting, tax, accounting, information systems, real estate, insurance activities, and various administrative functions for the organization and its subsidiaries. Develops and coordinates necessary and appropriate accounting and statistical data and reports.
- 1111 Chief Accounting Officer:** Has overall responsibility for the entirety of accounting operations throughout the company including both corporate/general accounting and property accounting. May also include additional responsibilities within the broader financial function. Generally reports to the CFO or equivalent or the CEO.
- 1040 Chief Investment Officer/Top Investment Executive:** Develops, implements and directs the company's investment program, consistent with policies and objectives regarding return on investment, mortgages, rates of interest, and stock and bond rates. Renders decisions and sets aggregate amounts for real estate, stock, and bond purchases, subject to the approval of the Board of Directors Committee on Investments. Ensures the maximum use of funds by investing in real estate, portfolios, and short-term and long-term securities investments.
- 1250 Chief Legal Officer/Top Legal Executive:** Provides advice and counsel on any legal matter or problem involving the company; acts as the chief in-house legal advisor of the organization. Advises and renders opinions to top management with respect to the legal implications involved in establishing or changing company policy. Works with representatives from various departments on developing and modifying practices and procedures to conform to legal requirements. Drafts, reviews, and revises a variety of instruments involving the company's interests or the interests of customers. Acts as the chief liaison with outside legal firms. Represents the company in certain litigation. Keeps informed on all legislation affecting overall company operations. May serve as the Corporate Secretary and Chief Legal Advisor to the Board of Directors. May be called General Counsel.
- 1310 Chief Information Officer:** Establishes the strategic direction of the organization's information technology resources. Identifies changes in computer and systems technology and communicates these changes to senior management. Provides support to information users and determines information needs throughout the organization. Identifies systems software and hardware necessary for the successful integration of information systems. Coordinates through subordinate staff the operations of the technology functions on a day-to-day basis.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued) Executive/Management (continued)

Pos. Code

- 1025 CEO/President - Subsidiary:** Directs a subsidiary organization in accordance with policies, goals, and short- and long-range objectives established and/or approved by the parent organization. May Chair the subsidiary's Board and serve as a Director of the parent organization.
- 1030 Top Division/Group/Regional Executive:** Plans, directs and controls all activities in two or more profit centers or a region through general managers. Oversees property development, property management, property services, marketing/sales, purchasing and human resources in these organizations.
- 1050 Head of Business Development:** Directs the research and analysis of business opportunities, assessing potential markets, leasing contracts, and developing projects for use in new marketing initiatives. In conjunction with senior management, evaluates projects through financial feasibility studies, market research and planning. Participates in strategy development, oversees contract preparation (terms and conditions), develops and negotiates proposals, and monitors contract progress and renewal.

Finance/Accounting

- 1130 Corporate Treasurer:** Plans and directs treasury activities, including the procurement, custody and investment of funds and other financial assets. Directs the banking, credit, deal structuring, and insurance functions of the organization.
- 1140 Corporate Controller:** Directs the establishment and maintenance of the organization's accounting principles, practices, and procedures for the maintenance of its fiscal records and the preparation of its financial reports. Directs general and property accounting, cost accounting, and budgetary control. Appraises operating results in terms of costs, budgets, operating policies, trends and increased profit opportunities.
- 1610 Head of Internal Audit:** Has primary responsibility for designing, developing and implementing the organization's audit program for accounting and financial control systems. May also direct IT and property audits.
- 1611 Internal Auditor:** Performs operational, property and financial audits for various departments and/or properties for the organization. Audits the activities of various departments for compliance with plans, policies and procedures prescribed by management. Determines proper accountability of assets through physical count, inventory and confirmation. Prepares and submits reports on the results of audits, recommending improvements in policies and procedures.
- 1145 Property Controller/Director of Property Accounting:** Manages and directs the organization's property accounting function and the preparation of related reports and statistics for properties within a specific region or division of the company. Formulates and administers approved accounting practices throughout the organization to ensure that property accounting reports accurately reflect the condition of the business and provide reliable information necessary to control operations.
- 1150 Property Accounting Manager:** Manages and directs the organization's property accounting function and the preparation of related reports and statistics for one or more properties. Formulates and administers approved accounting practices throughout the organization to ensure that property accounting reports accurately reflect the condition of the business and provide reliable information necessary to control operations.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued)

Finance/Accounting (continued)

- Pos. Code**
- 1160 Senior Property Accountant:** Performs a variety of accounting functions in accordance with standard procedures in general accounting, accounts payable, accounts receivable or related financial area. Responsible for collections, billings, budgets, and compilation and analysis of reports and statistical statements. May compile segments of monthly closings, annual reports, etc. May assist in training, assigning, and checking the work of less experienced staff.
- 1165 Property Accountant:** Performs a variety of accounting functions in accordance with standard procedures in general accounting, accounts payable, accounts receivable or related financial area. Responsible for collections, billings, budgets, and compilation and analysis of reports and statistical statements. May compile segments of monthly closings, annual reports, etc.
- 1172 Senior Accounts Payable Clerk:** Performs all/most of the duties of Position 1166 except would typically handle the larger, more difficult or complex accounts. Typically would require 3-5 years of experience as an Accounts Payable Clerk or equivalent. May train and/or lead the work of less experienced clerks.
- 1166 Accounts Payable Clerk:** Maintains all accounts payable files and documentation. Maintains accounts payable system of balances and controls. Processes all invoices and disbursements for payment ensuring the checks are disbursed to the appropriate party. Opens and distributes daily mail. Assists in the preparation of miscellaneous reports for vendors and staff. Researches outstanding transactions.
- 1185 Accounts Receivable Clerk:** Prepares, records, verifies, analyzes and reports accounts receivable transactions, and posts customer payments on a timely basis. Maintains and reconciles accounts receivable ledger accounts, financial statements and reports. May be responsible for low-volume customer billing, including preparation, delivery and responding to resulting queries.
- 1189 Manager Financial Analysis:** Manages the financial analysis function within the organization including internal and external investment opportunities and options, capital costs, and investment strategies for the cash assets of the organization. Prepares report and presentations for upper management and possibly the board of directors detailing investment strategies, and financial analysis of potential new/purchased properties.
- 1171 Senior Financial Analyst:** Utilizes analytical software to perform moderately complex to complex analyses and assist in recommendations on a variety of treasury activities including, but not limited to, internal investment activity, external investments, banking relationships, cash management, and investor relations. Assists in the development of funding and investment strategies for corporate assets (including benefits programs), prepares materials for external security analysts, conducts lease versus buy analyses, monitors company's cost of capital, etc. Typically a bachelor's degree and four to six or more years of experience required. May assist or guide the work of 1170 Financial Analysts.
- 1170 Financial Analyst:** Utilizes analytical software to perform analyses and assist in recommendations on a variety of treasury activities including, but not limited to, internal investment activity, external investments, banking relationships, cash management, and investor relations. Assists in the development of funding and investment strategies for corporate assets (including benefits programs), prepares materials for external security analysts, conducts lease versus buy analyses, monitors company's cost of capital, etc. Typically a bachelor's degree and one to three years of experience required.
- 1174 Cash Management Manager:** Responsible for ensuring that there is an adequate supply of cash available to the organization for normal operating conditions. Analyzes cash flow on a continuous basis and recommends measures to increase inflow/decrease outflow when shortfall is anticipated.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued)

Finance/Accounting (continued)

Pos.

Code

- 1175 Cash Management Analyst:** Analyzes cash flow on a continuous basis to ensure that the organization has sufficient cash on hand to cover normal operating expenses. Performs projections based on current cash flow and historical trends.
- 1179 Head of Tax:** Has primary responsibility for setting the organization's tax policy and compliance with all federal, state, and local and applicable foreign tax laws and regulations. Directs the preparation and filing of tax returns. Conducts tax research programs to ascertain the optimal tax minimization strategy for the organization.
- 1180 Tax Manager:** Prepares and maintains tax records, returns, reports and other related materials. Participates in the development and implementation of tax strategy. Recommends alternative tax treatments to alleviate or reduce tax burden.

Human Resources

- 1220 Head of Human Resources:** Directs the development and implementation of most or all company-wide human resources policies and programs covering employment, orientation, training, labor relations, compensation, AA/EEO compliance, organization development, relocation, safety and health, benefits, employee relations, records, employee assistance, etc.
- 1221 Human Resources Manager:** Directly manages one or multiple closely related disciplines (e.g. Compensation and HRIS) within the human resources function such as compensation, benefits, training and recruiting. Do not report incumbents that manage the discipline through subordinate managers as this job is intended only the first level of management within the HR function. Do not report HR Generalists but DO report all incumbents meeting the criteria regardless of specific discipline.
- 1222 Compensation and Benefits Manager:** Plans, develops and implements the overall compensation and benefits programs for the organization including: job evaluation, performance appraisal, wage and salary management programs, life and health insurance, disability, pension, profit sharing and related programs for the organization. Develops and administers all incentive programs within the guidelines of established policies. Conducts or participates in salary and benefits surveys and recommends changes to ensure the maintenance of the organization's compensation and benefits objectives and competitive position in the marketplace.
- 1223 Compensation Manager:** Plans, develops and implements the overall job evaluation, performance appraisal, and wage and salary management programs for the organization. Develops and administers all incentive programs within the guidelines of established policies. Conducts or participates in wage and salary surveys and recommends changes to ensure the maintenance of the organization's compensation objectives and competitive position in the marketplace.
- 1224 Benefits Manager:** Plans, develops, and administers the various employee benefit programs, including but not limited to life and health insurance, disability, pension, profit sharing, and related programs. Recommends new and/or improved employee benefit plans and cost-saving measures. Ensures compliance with all legal requirements of various employee benefit programs and prepares and files required legal reports.

Section 2 – Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued)

Human Resources (continued)

| Pos. Code | |
|--------------|---|
| 1231 | HRIS Manager/Director: Has primary responsibility for the human resource information systems. Develops, implements and maintains human resource information systems and related policies and procedures designed to obtain, record and process employee information. Interfaces with payroll and information systems to continuously review and modify the human resource system to provide accurate and timely information. A primary responsibility or focus in most organizations would be in learning/talent development both for current employees and prospective candidates. Identifies trends in HRIS and software developments. |
| 1225 | HRIS Analyst: Oversees the development, implementation, maintenance and coordination of computerized human resources information systems (HRIS). Trains department and organizational staff on system access and utilization. May perform/assist in payroll processing and acts as back-up to payroll manager. May participates in compensation surveys and creates ad hoc and monthly reports. |
| 1230 | Head of Training and Development: Creates a fully integrated learning organization for the company by developing, aligning, and delivering organizational development and training activities to meet business goals. Provides internal consulting in training and organizational development to departments; facilitates change management methodologies, and works with management to assess training and development needs consistent with the organization's strategy and vision. Enhances individual and team performance by creating a climate of continuous learning in support of the organization's strategic initiatives. May contract with outside vendors in the development and conduct of training programs. |
| 1585 | Director of Property Management Training and Development: Manages and directs the organization's Property Management Training Program. Develops, coordinates and administers property management inventory, appraisal, training, placement, counseling and related programs. Provides an adequate and continuing flow of qualified property management personnel to fill the requirements of the organization. May conduct needs assessments, develop appropriate programs including the preparation of aids/materials, and conduct a variety of training programs. May contract with outside vendors in the development and conduct of training programs. Coordinates employee participation in outside vendor training. |
| 1586 | Senior Property Management Trainer: Administers, organizes and conducts training and educational programs in connection with the Property Management Training Program and promotional development. Conducts programs in connection with on-the-job training including technical training and management employee orientation. Maintains records of training activities and employee progress and monitors effectiveness of programs. Participates in the design and development of in-house programs. Typically requires 3 or more years of experience as a trainer. |
| 1587 | Property Management Trainer: Administers, organizes and conducts training and educational programs in connection with the Property Management Training Program and promotional development. May conduct programs in connection with on-the-job training including technical training and management employee orientation. Maintains records of training activities and employee progress and monitors effectiveness of programs. May participate in the design and development of in-house programs. |
| 0216 | Regional HR Generalist: Provides multi-site/regional operational support in functional areas of human resources including but not limited to recruitment and employment, employee and/or labor relations, job evaluation, compensation management, benefits administration, organization development, training, personnel records, and special projects. Assists in the development and implementation of human resources policies and procedures and their dissemination through employee booklets, communications, and/or meetings. Prepares reports in conformance with legislated requirements or organization needs. |

Section 2 – Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued) Human Resources (continued)

| Pos. Code | |
|-------------------------|---|
| 1590 | Payroll Manager: Manages the preparation and distribution of the organization's hourly and salaried payrolls for single or multiple locations. Oversees the maintenance of earnings and deduction records. Ensures that all federal, state and local taxes, Social Security contributions, contributions to employee benefit programs, and other deductions are withheld from individual paychecks. Directs the preparation and filing of required reports and/or payments to government agencies, insurance carriers, other organizations and individual employees. Serves as liaison with other departments, units, or locations in the resolution of payroll problems. Recommends changes in methods or procedures to improve the efficiency of the payroll function. |
| 1591 | Payroll Clerk: Maintains payroll information by collecting and entering employee data. Updates payroll records by entering changes in exemptions, insurance coverage, savings deductions, and transfers. May resolve payroll discrepancies by collecting and analyzing information. |
| 1227 | Senior HR Assistant: Provides administrative support throughout the HR function which may include scheduling/performing onboarding/employee orientation for new hires, updating employee/employment records, assistance in the recruitment process such as posting or new jobs on online sites/company website, and other duties as required. Typically requires 2 or more years of experience in the position. |
| 1226 | HR Assistant: Provides administrative support throughout the HR function which may include scheduling/performing onboarding/employee orientation for new hires, updating employee/employment records, assistance in the recruitment process such as posting or new jobs on online sites/company website, and other duties as required. |
| Asset Management | |
| 1430 | Head of Asset Management: Directs financial, business, and management strategies consistent with the company's investment objectives. Ensures the maximum use of funds and return on the organization's investments. |
| 1435 | Senior Asset Management Manager: This position oversees performance of a regional or region wide portfolio of assigned apartment assets, makes decisions about individual properties for the purposes of maximizing financial returns to the investor, and undertakes financial review and analysis of portfolio on a regular basis. |
| 1440 | Asset Management Manager: Continuously analyzes an assigned portfolio of the organization's assets. The typical portfolio managed may be organized by type of property or is geographically organized in segments smaller than a full region. Conducts economic studies to maintain up-to-date information on holdings, and recommends capital improvements, management plans, and additional purchases, sales, or exchanges. |

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued)

Construction

- Pos. Code**
- 1480 Head of Construction:** This strategic position directs and controls all construction projects of the organization to ensure their completion according to plans, specifications, schedules, budgets and contractual commitments. Directs top project executives and/or construction site superintendents. Represents the organization in matters associated with land development, planning commissions, city and county governing bodies, and miscellaneous associations.
- 1481 Director of Construction:** Directs and controls construction projects for a division or region/major geographic area of the organization to ensure their completion according to plans, specifications, schedules, budgets and contractual commitments. Directs top project executives and/or construction site superintendents. Generally represents the organization in matters associated with land development, planning commissions, city and county governing bodies. Reports to Head of Construction or in some cases the top executive within a division or region.
- 1485 Senior Construction Manager:** Directs and coordinates construction activities for assigned new properties and alteration, remodeling, or renovation of existing properties in a region. Manages construction projects and ensures compliance with specifications and contract terms and obtaining government inspections and CO. Oversees and directs all construction activity for assigned projects, coordinating among architects, designers, engineers, and construction companies. May assist in training and mentoring less experienced staff.
- 1486 Construction Manager:** Directs and coordinates construction activities for one large or up to several smaller or mid-size properties. Properties can be new or renovations/alterations of existing properties. Manages construction projects and ensures compliance with specifications and contract terms and obtaining government inspections and CO. Oversees and directs all construction activity for assigned projects, coordinating among architects, designers, engineers, and construction companies. May assist in training and mentoring less experienced staff.
- 1491 Senior Project Manager:** Responsible for construction activities on the organization's largest and most complex construction projects. Ensures construction meets standards and time frames within budget. Reviews and makes recommendations on planning and design issues. Involved in contract negotiations and has day-to-day on-site responsibility for project progress and activities. This position may be in the Construction Division.
- 1490 Project Manager:** Responsible for construction activities on one large or multiple medium to small-sized construction projects. Ensures construction meets standards and time frames within budget. Reviews and makes recommendations on planning and design issues. Involved in contract negotiations and has day-to-day on-site responsibility for project progress and activities. This position may be in the Construction Division.
- 1495 Construction Superintendent:** Supervises construction personnel to ensure that approved project plans and specifications are followed. Ensures compliance with the building code, adherence to established quality standards, and that only approved products, materials, and subcontractors are used. Responsible for adherence to safety programs. Interacts with municipalities, utility companies, and subcontractors. Oversees construction through all phases and ensures satisfactory resolution of all punchlist items and adherence to the project budget. The position reports to the Project Manager.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued)

Construction (continued)

Pos.

Code

- 1496 Head of Rehabilitation/Renovation:** This is the top position within the Rehab/Renovation function and is responsible for rehabilitation/renovation/capital improvement projects for the entire organization. Sets standards for all rehab/renovation projects, prioritizes projects and ensures all rehabilitation/renovation projects are completed as directed. May oversee Project Managers at individual sites.
- 1497 Rehabilitation/Renovation Projects Regional Director:** Responsible for rehabilitation/renovation/capital improvement projects for a region or division of the company. Oversees Project Managers at individual sites. Responsible for the completion of all projects within the region on time and within budget. Coordinates with senior management and regional management, as required.
- 1498 Rehabilitation/Renovation Projects Manager:** Oversees the execution of property rehabilitation/renovation/capital improvement projects. Responsible for completion of projects on time and within budget. Generally works at a single site or multiple sites located proximate to each other.

Development

- 1459 VP Project Development:** This is the top position within the development function and sets the development strategy for the organization. Oversees all development activities for the organization directly or through subordinates, including the study and evaluation of their potential and practicality, site acquisition, land use planning, construction, financing, and related activities. Coordinates the initial stages of new site or product development, as well as modifications or design changes in existing projects.
- 1460 Director Project Development (formerly Head of Project Development):** Oversees the development activities for a geographic area or new product ideas, including the study and evaluation of their potential and practicality, site acquisition, land use planning, construction, financing, and related activities. Coordinates the initial stages of new site or product development, as well as modifications or design changes in existing projects.
- 1465 Senior Development Manager:** Directs and controls on-site development activities. Directs the initial stages of project planning and development among marketing, leasing, finance, and engineering in order to ensure project success. Oversees the work of architects and contractors and coordinates inspections and other required government approvals. May mentor and guide less experienced staff.
- 1470 Development Manager:** Manages on-site development activities. Coordinates the initial stages of project planning and development among marketing, leasing, finance, and engineering in order to ensure project success. Oversees the work of architects and contractors and coordinates inspections and other required government approvals.
- 1471 Development Analyst:** Provides analytical support to Development Managers and Executives in researching new development opportunities and providing cost/financial analyses on new and ongoing developments. Prepares reports, analyses and other documents as needed.
- 1472 Contract Administrator:** Participates in the development and fulfillment of contract requirements in the purchase of equipment, materials, or services related to the construction of new properties or rehabilitation of existing properties. Evaluates contract compliance and advises others on contractual rights and obligations. Requests or approves amendments to contract terms or contract extensions. Prepares bids or requests for proposals (RFPs) including specifications and requirements; negotiates contract terms and participates in the determination of acceptable bids.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued)

Facilities Management

Pos.

Code

0115 Head of Facilities Management/Engineering: This position is responsible for managing, developing, implementing and operating company-wide programs related to capital expenditures. Responsibilities include on-site safety, property maintenance, HVAC systems, and maintenance skills assessments and training. Through an engineering staff, manages assessment and training of on-site maintenance staff; development, implementation and monitoring company-wide engineering programs; and planning and analysis of capital expenditure programs.

Information Technology

1311 Head of Information Technology: Directs the information technology functions on a day-to-day basis. Provides direction and control of activities such as systems design and analysis, applications and systems programming, database management, network systems, telecommunications, and data processing operations. Establishes computer operations control policies and procedures, and designates priorities for computer operations and applications development work. This position would not directly report to the CEO or COO and has little to no strategic responsibilities.

1312 IT Manager: Directly manages or manages through subordinates one or more of the following disciplines within the Information Technology function: telecommunications, security, software/hardware and systems.

1316 Senior IT Analyst: Works on moderately complex to complex projects that require advanced skills in multiple technical environments and disciplines; participates on one or more project teams, application analysis, design, development, integration and enhancement activities, as well as related maintenance and production support. Typically requires four to six or more years of experience required.

1313 IT Analyst: Works on moderately complex projects that require increased skill in multiple technical environments and disciplines; participates on one or more project teams, application analysis, design, development, integration and enhancement activities, as well as related maintenance and production support. Typically requires one to three years of experience.

1314 IT Support Specialist: Provide user support for all computer hardware, software, and application related problems, at remote sites and corporate locations. In some organizations IT support may be centralized and these positions organized as a help desk.

Regional Maintenance Management

1520 Regional Manager - Maintenance (Over 5,000 Units): This Regional Manager is responsible for the maintenance of an assigned portfolio of properties with over 5,000 units. This senior maintenance position manages and directs the inspection, maintenance, and repair functions for a region. Responsibility may include overseeing compliance with maintenance training requirements within the region. The position has overall responsibility for ensuring that the physical aspects of each property in the assigned region meet the company's established standards and any applicable laws. This is done for safety, appearance and operational efficiency reasons and must fall within the budgeted financial goals for the region. May be responsible for preparing, coordinating and presenting the annual maintenance budget for the region including capital expenditures. The position may report to the Regional Manager - Property Operations or the Top Facilities Management/Engineering Executive.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued)

Facilities Management

Pos.

Code

- 1521 Regional Manager - Maintenance (2,400 - 5,000 Units):** This Regional Manager is responsible for the maintenance of an assigned portfolio of properties with 2,400 - 5,000 units. This senior maintenance position manages and directs the inspection, maintenance, and repair functions for a region. Responsibility may include overseeing compliance with maintenance training requirements within the region. The position has overall responsibility for ensuring that the physical aspects of each property in the assigned region meet the company's established standards and any applicable laws. This is done for safety, appearance and operational efficiency reasons and must fall within the budgeted financial goals for the region. May be responsible for preparing, coordinating and presenting the annual maintenance budget for the region including capital expenditures. The position may report to the Regional Manager - Property Operations or the Top Facilities Management/Engineering Executive.
- 1522 Regional Manager - Maintenance (Under 2,400 Units):** This Regional Manager is responsible for the maintenance of an assigned portfolio of properties with under 2,400 units. This senior maintenance position manages and directs the inspection, maintenance, and repair functions for a region. Responsibility may include overseeing compliance with maintenance training requirements within the region. The position has overall responsibility for ensuring that the physical aspects of each property in the assigned region meet the company's established standards and any applicable laws. This is done for safety, appearance and operational efficiency reasons and must fall within the budgeted financial goals for the region. May be responsible for preparing, coordinating and presenting the annual maintenance budget for the region including capital expenditures. The position may report to the Regional Manager - Property Operations or the Top Facilities Management/Engineering Executive.

Marketing

- 1534 Head of Marketing:** Has primary responsibility for planning, designing, developing and implementing policies related to the organization's marketing activities. Develops market objectives and strategies, and monitors performance against goals. Typically directs activities such as market research, brand management, advertising and promotion, and new product development.
- 1535 Regional Manager - Marketing:** Manages and coordinates marketing for property communities in an assigned region. Develops regional marketing campaigns, evaluates marketing plans, and develops strategies to respond to changing market and competitive conditions.
- 1537 Marketing Specialist:** Specializes in one or more areas of marketing such as graphics/design, market research, creative writing/proofing or marketing production (e.g. printing). May be responsible for providing content for both printed and web-based materials. Typically requires a bachelor's degree and some experience in the housing industry.
- 1538 Social Media Specialist:** Possesses fluency/working knowledge of various forms of social media including but not limited to Twitter, Facebook, LinkedIn, and Youtube. Works with Marketing and Public Relations to develop content to post to social media sites. May require a bachelor's degree or equivalent and some experience in the housing industry.
- 1541 Customer Service/Relations Supervisor/Manager:** Manages/supervises the customer service function in a call center and/or corporate/regional headquarters. Responsible for adequate staffing of customer service representatives at location. Ensures representatives are adequately trained and responsive to resident complaints/concerns.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued)

Marketing

- Pos. Code**
- 1542 Senior Customer Service/Relations Representative:** Performs same duties as Position 1539. Handles escalated calls/complaints. May lead/provide direction to the work of more junior representatives. Typically would require 3 or more years of experience as a Customer Service/Relations Representative.
- 1539 Customer Service/Relations Representative:** Responsible for providing customer service to residents of corporate properties from a call center or regional/corporate headquarters. Responds to and manages resident complaints and/or service issues that may have originated with onsite personnel and have been escalated. May coordinate with appropriate staff to address and resolve resident concerns. Maintains appropriate documentation and logs of customer complaints and issues.

Revenue Management

- 1167 Head of Pricing:** Directs and implements pricing strategies to maximize revenue opportunities. Utilizes data to develop more effective pricing approaches to drive growth and profitability.
- 1168 Pricing Manager:** Researches and analyzes pricing strategies of competitors within assigned geographic area or type of property. Implements pricing strategies to maximize revenue opportunities within a geographic area or division of the company.
- 1169 Pricing Analyst:** Analyzes and monitors competitive conditions including pricing, marketing and geographic conditions to develop and recommend effective pricing strategies. Has an understanding of revenue management initiatives. May perform other duties as necessary.

Purchasing/Procurement

- 1605 Head of Purchasing/Procurement:** Negotiates favorable terms, volume discounts and long-term contracts with suppliers, and prepares and processes requisitions and purchase orders for the procurement of goods, services and supplies for customer-related business processes or for internal use.
- 1606 Purchasing Manager:** Manages/oversees purchasing for a specific type or group of related products or commodities for the organization such as appliances, raw materials used in construction, etc. Negotiates favorable terms and volume discounts for products responsible.
- 1607 Buyer:** Responsible for purchasing a specific type or group of related products, commodities or services for the organization. Negotiates or participates in negotiating of favorable terms and volume discounts for products responsible. Prepares and processes purchase orders.

Property Management

- 1450 Head of Property Management:** Directs and develops overall operational, financial, and business strategies for property management operations. Responsible for achievement of optimum operational, financial and business performance by properties under management.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued)

Property Management

- Pos. Code**
- 1510 Vice President - Property Operations:** This position is strategic in nature and is responsible for the development and implementation of comprehensive programs, initiatives and strategies that promote the achievement of optimum operational, financial and business performance by the properties under their control. This position is also involved in the procurement of new business. The primary focus of this position is to maximize the potential of the assigned real estate. It has complete responsibility for all phases of the property management function within a given geographical area. It directs and coordinates all activities of properties in the region in such functional areas as property operations, financial planning and product marketing. The position manages one or more Regional Managers who have Senior Property Managers and/or Property Managers reporting to them. *In larger organizations, Area/Regional Vice Presidents (Job Code 1511) may report to this position.*
- 1511 Area/Regional Vice President - Property Operations:** This position has responsibility for a geographic area or segment of the business and is responsible for the development and implementation of comprehensive programs, initiatives and strategies that promote the achievement of optimum operational, financial and business performance by the properties within their assigned area. This position may also be involved in the procurement of new business. The primary focus of this position is to maximize the potential of the assigned real estate. It has complete responsibility for all phases of the property management function within a given geographical area or segment of the business. The position manages one or more Regional Managers who have Senior Property Managers and/or Property Managers reporting to them.
- 1530 Regional Manager - Property Operations (Over 5,000 Units):** The Regional Manager is responsible for all operational and financial aspects of an assigned portfolio of properties with over 5,000 units. Portfolio size may range from 2-10 properties depending on size and complexity. The position directs and coordinates all activities of the properties in their portfolio to ensure that company and/or owner (if applicable) financial and business objectives are achieved. Results are achieved through successful implementation of comprehensive programs, initiatives and strategies that promote the achievement of optimum performance by the properties within their portfolio. The position reports to the Vice President - Property Operations. It manages two or more Senior Property Managers and/or Property Managers who supervise on-site personnel. Incumbents may also have responsibility for asset management and have Asset Managers reporting to them.
- 1531 Regional Manager - Property Operations (2,400 - 5,000 Units):** The Regional Manager is responsible for all operational and financial aspects of an assigned portfolio of properties with 2,400 - 5,000 units. Portfolio size may range from 2-10 properties depending on size and complexity. The position directs and coordinates all activities of the properties in their portfolio to ensure that company and/or owner (if applicable) financial and business objectives are achieved. Results are achieved through successful implementation of comprehensive programs, initiatives and strategies that promote the achievement of optimum performance by the properties within their portfolio. The position reports to the Vice President - Property Operations. It manages two or more Senior Property Managers and/or Property Managers who supervise on-site personnel. Incumbents may also have responsibility for asset management and have Asset Managers reporting to them.
- 1532 Regional Manager - Property Operations (Under 2,400 Units):** The Regional Manager is responsible for all operational and financial aspects of an assigned portfolio of properties with under 2,400 units. Portfolio size may range from 2-10 properties depending on size and complexity. The position directs and coordinates all activities of the properties in their portfolio to ensure that company and/or owner (if applicable) financial and business objectives are achieved. Results are achieved through successful implementation of comprehensive programs, initiatives and strategies that promote the achievement of optimum performance by the properties within their portfolio. The position reports to the Vice President - Property Operations. It manages two or more Senior Property Managers and/or Property Managers who supervise on-site personnel. Incumbents may also have responsibility for asset management and have Asset Managers reporting to them.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Corporate/Regional Positions (continued)

Property Management

- Pos.**
Code
- 1543 Affordable Housing Manager:** Manages the affordable housing programs for a specific region or division of the organization. Assists in the formulation of the corporate strategy regarding affordable housing. May provide guidance and direction to affordable housing specialists. May assume some of the duties of specialists including documentation and certification, liaison with local and state governments and external communication about the organization's program.
- 1533 Affordable Housing Specialist:** The Affordable Housing Specialist is responsible for completing all administrative activities related to Affordable Housing program compliance for a portfolio of assigned communities. This position ensures that documentation and certification requirements for numerous affordable housing programs are met, including but not limited to income documentation and verification, managing annual wait lists, creating annual renewal letters, researching payment histories and lease and policy violations. This position is the primary contact for state and local housing assistance agencies, and responds to internal and external inquiries about the company's affordable housing program. This position generally reports to the Regional Manager - Property Operations, or Vice President of Property Operations. In some organizations, the position may report to an Affordable Housing Manager.

Risk Management/Insurance

- 1120 Head of Risk Management:** Plans and directs the development of risk management and loss prevention programs that provide maximum protection of the organization's assets at the most economical rates. Assures timely investigation of accidents involving the organization's property and oversees coordination between insurance companies and attorneys. Develops risk minimization programs and ensures compliance with safety legislation. The position may report to the Chief Financial Officer/Top Financial Executive.
- 1125 Risk/Insurance Manager:** This position is responsible for managing the company's risk management activities and for procuring, renewing, and administering the company's insurance programs. Reviews losses and claims and recommends strategies for loss control and mitigation of risk.
- 1127 Risk Analyst:** Assesses the organization's risks within the properties owned and/or managed. Prepares detailed analyses used in the development of risk management and loss prevention programs adopted by the organization. Assists in the development of new risk programs.

Transactions

- 1420 Head of Transactions:** Recommends organization objectives and long-range plans to achieve growth and financial profitability through acquisitions, investments, and development. Directs due diligence activities related to acquisitions. May recommend deal structures or modifications as well as follow-up steps to maximize earnings and cash flow.
- 1421 Transactions Manager:** Manages the conduct of due diligence activities related to acquisitions including analysis of receivables, easements, zoning, land use and other local ordinances or regulations. Recommends to management properties suitable for acquisition. Would typically manage the disposition of certain properties.
- 1425 Transactions Analyst:** Conducts due diligence activities related to acquisitions including analysis of receivables, easements, zoning, land use and other local ordinances or regulations. Performs analyses and assists in recommendations concerning the due diligence process and/or specific deals under review.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Pos.
Code

Onsite Positions - Single Site

- 0110 Bookkeeper:** This position is responsible for maintaining the financial records for the property. It verifies, allocates and posts details of business transactions to accounts or computer files from documents such as sales slips, invoices, receipts, check stubs and computer printouts. As required, it performs other duties such as maintenance of the resident information systems and resident files, reconciliations, and interacts with residents and banks. The position may report to the Property Manager or the Senior Property Manager and has no supervisory responsibilities.
- 0092 Leasing Manager:** The Leasing Manager supervises a staff of Senior Leasing Consultants and Leasing Consultants and is responsible for developing and implementing a leasing plan to attract new residents and retain current residents. Has accountability for training staff, budgeting, scheduling, and managing all personnel matters regarding hiring, termination, performance reviews, and service issues with residents and clients.
- 0099 Senior Leasing Consultant:** Performs same duties as 0100 Leasing Consultant. May be responsible for training lower level Leasing Consultants. Senior Leasing Consultants are distinguished by their experience and may also be distinguished by the specific type of property to which they are assigned.
- 0100 Leasing Consultant:** The Leasing Consultant's primary responsibility is the performance of all activities related to apartment rentals, move-ins, and lease renewals. It interacts directly with prospective and current residents to achieve maximum occupancy. This includes generating and handling traffic, leasing apartments, qualifying prospects, preparing lease documentation, and completing move-in paperwork and procedures. Performs all of the above in accordance with applicable laws and company policies. In addition to the above, the Leasing Consultant assists with the company's on-going relationship with the residents throughout their tenancy. The position may report to the Leasing Manager, the Property Manager or Senior Property Manager and has no supervisory responsibilities.
- 0130 Maintenance Manager (Over 500 Units):** This maintenance position oversees the efforts of a property with more than 500 units in the areas of inspection, maintenance and repair. This position's time is involved in the direct management of the on-site maintenance staff at each assigned property. The position is responsible for ensuring that the physical aspects of each assigned property meet the company's established standards and any applicable laws. This is done for safety, appearance and operational efficiency reasons and must fall within the budgeted financial goals. It leads the on-site maintenance staff in diagnosis of problems and repair in areas such as HVAC, electrical, plumbing, pool, carpentry, dry walling, exterior structural, and appliance. The position reports to either the Regional Manager - Property Operations or the Property Manager and supervises all on-site personnel in the maintenance area.
- 0140 Maintenance Manager (300 - 500 Units):** This maintenance position oversees the efforts of a property with 300 - 500 units in the areas of inspection, maintenance and repair. This position's time is involved in the direct management of the on-site maintenance staff at each assigned property. The position is responsible for ensuring that the physical aspects of each assigned property meet the company's established standards and any applicable laws. This is done for safety, appearance and operational efficiency reasons and must fall within the budgeted financial goals. It leads the on-site maintenance staff in diagnosis of problems and repair in areas such as HVAC, electrical, plumbing, pool, carpentry, dry walling, exterior structural, and appliance. The position reports to either the Regional Manager - Property Operations or the Property Manager and supervises all on-site personnel in the maintenance area.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Pos.

Code

Onsite Positions - Single Site

- 0150 Maintenance Manager (100 - 299 Units):** This maintenance position oversees the efforts of a property with 100 - 299 units in the areas of inspection, maintenance and repair. This position's time is involved in the direct management of the on-site maintenance staff at each assigned property. The position is responsible for ensuring that the physical aspects of each assigned property meet the company's established standards and any applicable laws. This is done for safety, appearance and operational efficiency reasons and must fall within the budgeted financial goals. It leads the on-site maintenance staff in diagnosis of problems and repair in areas such as HVAC, electrical, plumbing, pool, carpentry, dry walling, exterior structural, and appliance. The position reports to either the Regional Manager - Property Operations or the Property Manager and supervises all on-site personnel in the maintenance area.
- 0152 Maintenance Manager (Under 100 Units):** This maintenance position oversees the efforts of a property with less than 100 units in the areas of inspection, maintenance and repair. This position's time is involved in the direct management of the on-site maintenance staff at each assigned property. The position is responsible for ensuring that the physical aspects of each assigned property meet the company's established standards and any applicable laws. This is done for safety, appearance and operational efficiency reasons and must fall within the budgeted financial goals. It leads the on-site maintenance staff in diagnosis of problems and repair in areas such as HVAC, electrical, plumbing, pool, carpentry, dry walling, exterior structural, and appliance. The position reports to either the Regional Manager - Property Operations or the Property Manager and supervises all on-site personnel in the maintenance area.
- 0171 Senior Maintenance Technician:** This position functions in a support role to the Maintenance Manager. It is responsible for ensuring that the physical aspects of the property meet the company's established standards and any applicable laws. Performs same duties as position 0170 except that Senior Maintenance Technician would typically be certified in at least one trade and be proficient in multiple trades. Generally would have a minimum of 3 -5 years of experience in a similar role and/or a specific trade.
- 0170 Maintenance Technician:** This position functions in a support role to the Maintenance Manager. It is responsible for ensuring that the physical aspects of the property meet the company's established standards and any applicable laws. The Maintenance Technician diagnoses problems and makes repairs in areas such as HVAC, electrical, plumbing, pool, carpentry, dry walling, exterior structural, and appliance. Incumbents may be certified in one or all of the skilled trades in which they are responsible. The position reports to the Maintenance Manager and has no supervisory responsibilities.
- 0180 Make Ready/Maintenance Assistant:** Handles service requests for repairs and improvements. Assists with preparing or prepares vacant apartments for market ready condition. Performs various non-technical functions such as maintaining exterior lighting, ground equipment repair and preventative maintenance, caulking, touch up painting, pool maintenance, lock repairs, etc. Provides assistance to the maintenance staff as needed. Reports to Maintenance Manager.
- 0190 Groundskeeper:** The Groundskeeper is responsible for the overall upkeep of the property landscape and the exterior image. Duties include cleaning of the driveways, parking lots, curbs, dumpster areas, exterior hallways, or any other public areas; maintenance of property flowerbeds, plants, and grass areas; snow removal; and pool cleaning or routine pool maintenance. The position reports to the Maintenance Manager or Property Manager and has no supervisory responsibilities.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Pos.
Code

Onsite Positions - Single Site

- 0200 Painter:** This position is responsible for painting the interior and/or exterior areas of the property. This includes such tasks as assistance with scheduling of make ready units, the preparation of the area to be painted, painting designated areas, clean up of areas after painting and maintenance of the inventory of painting supplies and equipment. The position reports to the Maintenance Manager or Property Manager and has no supervisory responsibilities.
- 0210 Housekeeper:** The Housekeeper is responsible for cleaning and maintaining the appearance of property models, vacant units and public access areas including the office and clubhouse, cleaning apartments after move-out and preparing them for new residents. It is also responsible for the maintenance of the inventory of cleaning supplies and equipment. The position reports to the Maintenance Manager or Property Manager and has no supervisory responsibilities.
- 0050 Property Manager (Over 500 Units):** The Property Manager is responsible for all operational and financial aspects of a property over 500 units and meeting company goals in those areas. Results are achieved by facilitating the optimum performance of the property in areas such as personnel management, leasing, collections, resident services, maintenance, revenue enhancement, capital improvements, information reporting and compliance with all applicable laws and company policies. The position reports to the Regional Manager - Property Operations and supervises all on-site personnel in the leasing and maintenance areas.
- 0060 Property Manager (300 - 500 Units):** The Property Manager is responsible for all operational and financial aspects of a property with 300 - 500 units and meeting company goals in those areas. Results are achieved by facilitating the optimum performance of the property in areas such as personnel management, leasing, collections, resident services, maintenance, revenue enhancement, capital improvements, information reporting and compliance with all applicable laws and company policies. The position reports to the Regional Manager - Property Operations and supervises all on-site personnel in the leasing and maintenance areas.
- 0070 Property Manager (100 - 299 Units):** The Property Manager is responsible for all operational and financial aspects of a property with 100 - 299 units and meeting company goals in those areas. Results are achieved by facilitating the optimum performance of the property in areas such as personnel management, leasing, collections, resident services, maintenance, revenue enhancement, capital improvements, information reporting and compliance with all applicable laws and company policies. The position reports to the Regional Manager - Property Operations and supervises all on-site personnel in the leasing and maintenance areas.
- 0072 Property Manager (Under 100 Units):** The Property Manager is responsible for all operational and financial aspects of a property with less than 100 units and meeting company goals in those areas. Results are achieved by facilitating the optimum performance of the property in areas such as personnel management, leasing, collections, resident services, maintenance, revenue enhancement, capital improvements, information reporting and compliance with all applicable laws and company policies. The position reports to the Regional Manager - Property Operations and supervises all on-site personnel in the leasing and maintenance areas.
- 0080 Assistant Property Manager:** This position is responsible for the efficient operation of the assigned property under the direction of the Property Manager. The APM works closely with the Property Manager in preparation for movement into a Property Manager position. The APM assumes responsibility for the operation of the property in the absence of the Property Manager. On a daily basis, the APM performs the tasks associated with the operation of the property including leasing, collections, resident services, maintenance and actions to ensure compliance with all applicable laws and company policies. The position reports to the Property Manager (or Senior Property Manager, if applicable) and generally has no supervisory responsibilities unless the Property Manager is unavailable or away from the property.

Section 2 - Benchmarks

Benchmarks Descriptions (continued)

Pos.

Code

Onsite Positions - Single Site

0220 Concierge: Maintains company customer service standards at the apartment community. Responds to resident requests and works with residents to minimize and resolve resident problems and complaints. Communicates with residents, other associates, vendors and supervisors regarding the community's services, maintenance work orders and other pertinent matters.

0214 Customer Service/Relations Representative: This position is responsible for providing on-site customer service to residents and internal/external customers. Supports residents during the move-in process, which may include assistance with the lease process, maintaining accurate resident information, and orienting residents to on-site amenities, residential layout, and the neighborhood. Responds to and manages resident complaints and/or service issues and may coordinate with appropriate staff to address and resolve resident concerns. Supports residents during the move-out process, which may include notice to vacate and resident transfers.

Onsite Positions - Multi-Site Positions

0125 Multi-Site Maintenance Manager: This lead maintenance position oversees the efforts of two or more properties in the areas of inspection, maintenance and repair. More than 50% of this position's time is involved in the direct management of the on-site maintenance staff at each assigned property. The position is responsible for ensuring that the physical aspects of each assigned property meet the company's established standards and any applicable laws. This is done for safety, appearance and operational efficiency reasons and must fall within the budgeted financial goals. It leads the on-site maintenance staff in diagnosis of problems and repair in areas such as HVAC, electrical, plumbing, pool, carpentry, dry walling, exterior structural, and appliance. The position may report to the Regional Maintenance Manager, the Regional Manager - Property Operations or the Property Manager and supervises all on-site personnel in the maintenance area.

0040 Multi-Site Property Manager: The Senior Property Manager's responsibilities are the same as the Property Manager with one exception -- the SPM oversees two or more properties. The SPM is responsible for all operational and financial aspects of each assigned property and meeting company goals in those areas. Results are achieved by facilitating the optimum performance of each assigned property in areas such as personnel management, leasing, collections, resident services, maintenance, revenue enhancement, capital improvements, information reporting and compliance with all applicable laws and company policies. The position reports to the Regional Manager - Property Operations and supervises all on-site personnel in the leasing and maintenance areas of each assigned property.

0172 Multi-Site Maintenance Technician: This position functions in a support role to the Multi-Site Maintenance Manager in two or more properties. It is responsible for ensuring that the physical aspects of the property meet the company's established standards and any applicable laws. The Multi-Site Maintenance Technician diagnoses problems and makes repairs in areas such as HVAC, electrical, plumbing, pool, carpentry, dry walling, exterior structural, and appliance. Incumbents may be certified in one or all of the skilled trades in which they are responsible. The position reports to the Multi-Site Maintenance Manager and has no supervisory responsibilities.

0101 Multi-Site Leasing Consultant: This position's primary responsibility is the performance of all activities related to apartment rentals, move-ins, and lease renewals for multiple properties. It interacts directly with prospective and current residents to achieve maximum occupancy. This includes generating and handling traffic, leasing apartments, qualifying prospects, preparing lease documentation, and completing move-in paperwork and procedures. Performs all of the above in accordance with applicable laws and company policies. The position may report to a Leasing Manager or Property Manager.