

HIRING ON HIGH Ethics is an essential part of the hiring process for property managers



ROSE EVANS, CPM® (REVANS@LEVINMG.T.COM), IS VICE PRESIDENT OF PROPERTY MANAGEMENT AT THE LEVIN MANAGEMENT CORPORATION, AMO, IN NORTH PLAINFIELD, N.J. SHE CURRENTLY SERVES ON THE IREM ETHICS APPEAL BOARD AND THE ETHICS AND DISCIPLINE COMMITTEE.

HIRING AN INDIVIDUAL TO WORK FOR YOUR COMPANY CAN HAVE A MAJOR IMPACT ON THAT PERSON'S PROFESSIONAL AND PERSONAL LIFE. IT IS ESSENTIAL THAT YOU AND YOUR COMPANY ARE COMPLETELY ETHICAL THROUGHOUT THE HIRING AND TRAINING PERIODS TO ESTABLISH A SOLID FOOTING FOR NEW EMPLOYEES.

When hiring a new property manager for a portfolio, the most important step in the process is in clearly and fully outlining the job requirements, the interviewing process itself and, as much as possible, the timeframe for the hiring process.

At my organization, when we are hiring a new property manager for our retail shopping centers, we begin with a phone interview based on the candidate's resume. We immediately clarify the depth of the candidate's property management experience and the salary range she or he is seeking for the position. If the candidate's salary requirement exceeds what we are prepared to pay, we inform the person at once, eliminating any false expectations up front. We consider it to be unconscionable to have a candidate think that we are prepared to pay a salary at a certain level, only to later learn that such a salary level is not being offered.

While we describe the many benefits of working with our company throughout the interviewing process, we also discuss a potential negative—the heavy travel involved in inspecting a group of shopping centers that may be located in more than one state.

When interviewing the candidate in person, we review the specific properties the candidate would be managing, so he or she can determine the approximate mileage to be driven. We discuss the number of days each month that will probably be spent on the road versus the number of days in the office. We also discuss the high performance expectations our clients have of our company and the equally high expectations we have of our managers.

We are very honest and thorough with the interviewing candidate as we want the candidate to know as much about the position and our company as possible during that first meeting. Ideally then, the candidate can make informed decisions if asked back for a second round of interviews, and if offered a position.

Because our company is an ACCREDITED MANAGEMENT ORGANIZATION® (AMO) that follows the Institute's Code of Professional Ethics, once hired, our property managers are trained to understand there are no "free" products or services, and that accepting them will come back to affect them at some point in their careers. We consider this so important that we also do follow up training with our full management team.

As we practice at my organization, I encourage you to build your team and/or your business on the solid foundation of the IREM Code of Professional Ethics and you will see the positive results. Hire your managers through an ethical process and they will always appreciate your honesty demonstrated during the hiring and training processes. ■