

Staffing Practices to Maximize Performance



Moderator
Judy Weber, Viva Consulting
jweber@vivaconsult.com



Presenter
Dawn Mathwig, Camden Property Trust
dmathwig@camdenliving.com



Presenter
James Singleton, POAH Communities
jsingleton@poahcommunities.com

- Manage over 12,000 units and 110 properties with 500 employees
- Locations include: Connecticut, Florida, Illinois, Kentucky, Massachusetts, Michigan, Missouri, New Hampshire, Ohio, Maryland, Rhode Island, and Washington, DC.
- Development Mix:
 - Acquisition/Rehab
 - Portfolio
 - Redevelopment
 - Buy & Hold
 - New Construction



Key Facts

- Provide high quality property management and customer service to our residents.
- Provide services and develop partnerships that improve the lives of our residents and communities.
- Develop and honor its employees as well as deliver long-term value to its owners and partners.



Mission

Training Vision

Enhance and create training and professional development efforts to help staff improve their performance and increase their job engagement.

Recruitment Vision

To attract, acquire, onboard and retain talented, skilled workers for POAH Communities.



Training & Recruitment Challenges

New employees experienced lack of structured support in first 60-90 days leading to high turnover rate

National unemployment rate continues to hover around or remain at fifty-year low

Connecting employees daily work to company success metrics through motivation and recognition

Strategy: Mentorship Program

Challenge: Lack of structured support for new employees in first 60-90 days

120
Days

Successful duration
of mentorship

11%

Turnover Rate of
New Employees

2019 to date

“

Having a mentor for my first few months was fantastic, she gave me the knowledge of POAH process in live time. She was able to help me understand how POAH deals with situations from her experience as a Property Manager.

”

Strategy: Potential Recruitment Initiatives

Challenge: Low national unemployment rate and tight labor market

Explore and research creative initiatives to tap into overlooked talent pools and attract the right kind of employees for our business:

- Hire Returning Citizens
- Create Veterans Apprenticeship Program
- Grow University Partnerships
- Build Recruitment Website



Strategy: Recognition Program

Challenge: Motivating employees while connecting their daily work to company success metrics

- Recognize teams for their superior performance in property management
- Create a culture of recognition while building employees' morale and increasing confidence in their work
- Reward accomplishments in specific areas of Property Management (e.g., annual delinquency, reduction in annual vacancy loss, REAC inspection scores, eLearning training completion, etc.)



CAMDEN PROPERTY TRUST

NYSE:CPT REIT

- 159 Communities owned and operated
- 54,000+ apartment homes across the US
- 1,600 Employees



CAMDEN PROPERTY TRUST

We are passionate designers, managers, and maintainers of the best multifamily communities in the country. The Camden family is on a mission to exceed market expectations and help you find the best place to call home.

Guided by our Values, we are committed to being the best multifamily company by providing Living Excellence to our customers.



Key Staffing Strategies to Improve Operations

- Talent Acquisition / Hiring Smart
- Mentor Program / Peer Trainers
- Employee Recognition
- Sales Incentives / Managers Performance Bonuses
- Outperformance Bonus



EMPOWERING PEOPLE

Camden's values unite our company as a family. They are much bigger than a list of tenets: they motivate our hard work; improve results and enrich our fun-loving culture.

- Customer Focused
- People Driven
- Team Players
- Lead by Example
- Results Oriented
- Work Smart
- Always do the right thing
- Act with Integrity
- Have Fun



Talent Acquisition

RECRUITING ON-BOARDING RETENTION

Recruiting



NEED TO OPEN A REQUISITION OR MAKE AN OFFER?
WE'VE GOT YOU COVERED!

The New Hire EXPERIENCE



EVERYTHING YOU
NEED FOR A GREAT
FIRST DAY AND
BEYOND!

REFER GREAT PEOPLE:
EARN LOTS OF



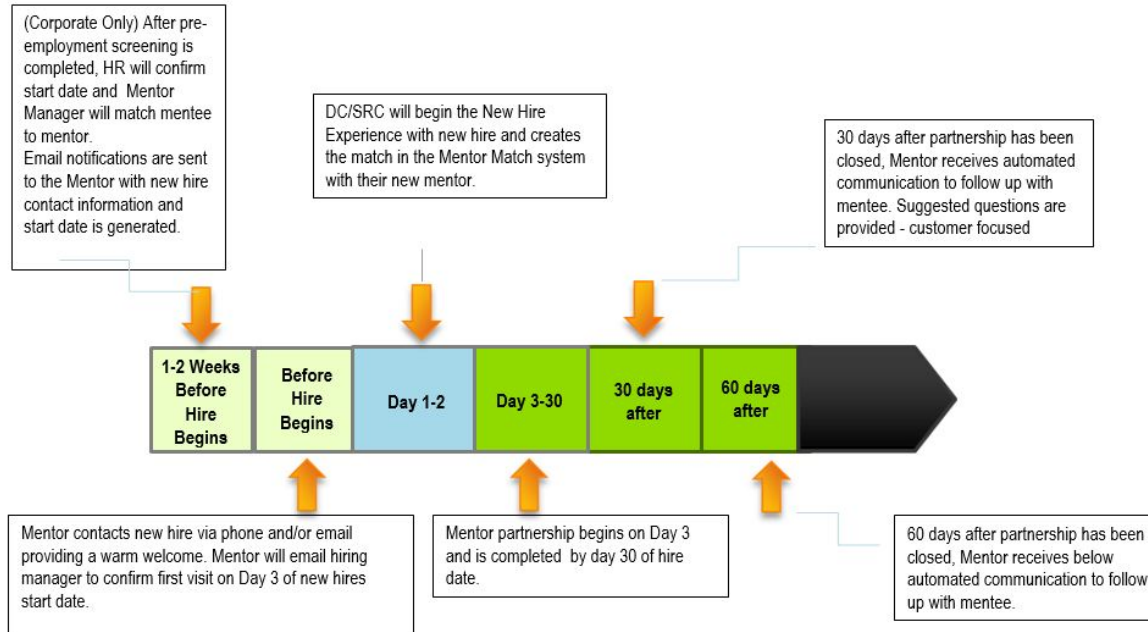
Employee Referrals

From Mentor:

"I really appreciate all the opportunities being a mentor brought me, it is a phenomenal program and I am honored to have been part of it. I enjoy being a part of Camden and am excited to have the option to grow within and experience another avenue of the company. It's refreshing to be a part of something that where other companies make it hard to transition, Camden makes it possible to thrive. I appreciate you for all that you do and look forward to seeing you in the future." -Chris Rome



New Hire and Mentor Timeline



From Mentee:

"Thank you all for this great mentoring experience given to me as a new employee with Camden! I've never encountered such a welcome until I started with Camden.....Jeniffer, you have instilled in me great qualities, history and expertise The Camden way and it has brought us to a friendship that will never die! Thanks for everything!" -Cotenna Brooks

EMPLOYEE RECOGNITION

Achieving Camden Excellence (ACE) Award

- ❖ 36 Regional Winners Receive \$1,250
- ❖ 15 National Winners Receive an additional \$2,500

Regional / National Community Awards:

- ❖ Gross Income
- ❖ Net Operating Income
- ❖ Expense Control
- ❖ Customer Service
- ❖ Peer Performance
- ❖ Community of the Year

Employee Appreciation Day

Maintenance Appreciation Week



SALES INCENTIVES / MANAGERS PERFORMANCE BONUSES

- Leasing Consultants: Lease and Renewal Incentives up to \$145 each
- Manager Bonuses range between 8-32% of quarterly base salary
- All Employees: Annual Outperformance Bonus



Sector	% Growth
CPT	3.4%
UDR	3.4%
AIV	3.1%
ESS	2.9%
AVB	2.3%
MAA	1.9%
EQR	1.7%

FORTUNE
100
BEST
COMPANIES
TO WORK FOR™
2019
12 YEARS IN A ROW

Staffing Practices to Maximize Performance

Themes:

1. Organizational Culture
2. Compensation/ Benefits/ Bonuses
3. Training/Support
4. Internal Career Opportunities
5. Recruitment

