



**VISIONARY SOLUTIONS FOR  
GLOBAL COMMUNITIES**



**NEW**

# MHLI Training Opportunities



**Register Today at [MHLI.ORG!](https://www.mhli.org)**

**Military Housing and Lodging Education Programs  
for Government and Private Sector Professionals**

## MHLI Course Summary

MHLI Courses may be obtained for a particular location and can be tailored to match local, regional or Service-wide policies and procedures. Please see page 4 for more information.

### 100 SERIES CUSTOMER FOCUS AREA

- CS 100** ■ 2 DAYS  
**Foundations of Customer Service**
- CS 103** ■ 2 DAYS  
**Effective Communications = Effective Service**
- CS 104** ■ 2 DAYS  
**Conflict Resolution and Mediation**
- CS 105** ■ 2 DAYS  
**Building a Stronger Organization**
- CS 106** ■ 5 DAYS  
**Certified Housing Customer Service Representative (CHCSR)**
- HSO 100** ■ 3 DAYS  
**Housing Services Office: Functional Operations & Management Responsibilities**
- HRS 200** ■ 3 DAYS  
**Advanced Housing Services Office**
- HSO 100/HRS 200** ■ 5 DAYS  
**Housing Referral Services (Combined Course)**
- HRS 300** ■ 4.5 DAYS  
**High Performing Housing Referral Services**

### 200 SERIES FINANCIAL FOCUS AREA

- FIN 200** ■ 2 DAYS  
**Foundations of Military Housing Financial Management**

### 300 SERIES FACILITIES FOCUS AREA

- FAC 300** ■ 2 DAYS  
**Foundations of Facilities Management**
- FAC 303** ■ 3 DAYS  
**Housing Inspector/Engineer Technician**
- FAC 304** ■ 2 DAYS  
**Foundations of Asset Management**
- FAC 306** ■ 3 DAYS  
**Advanced Housing Inspector's Course**
- FAC 309** ■ 5 DAYS  
**Certified Military Housing Inspector (CMHI)**

### 400 SERIES MANAGEMENT FOCUS AREA

- MGT 400** ■ 4 DAYS  
**Introduction to Family Housing Management**
- MGT 401** ■ 2.5 DAYS  
**Foundations of Management**
- MGT 402** ■ 2.5 DAYS  
**Techniques & Process of Leadership**
- MGT 403** ■ 2 DAYS  
**Strategic Leadership for Housing Managers and Directors**
- MGT 401/402** ■ 4.5 DAYS  
**Management Training Series (Combined Course)**

# GENERAL OVERVIEW

## 500 SERIES

### UH/LODGING FOCUS AREA

- UH 500** ■ 3 DAYS  
**Introduction to Unaccompanied Housing and Furnishings Management**
- UH 501** ■ 2 DAYS  
**Introduction to Unaccompanied Housing Management**
- UH 502** ■ 2 DAYS  
**Introduction to Furnishings Management**
- UH 503** ■ 5 DAYS  
**Certified Defense Unaccompanied Housing Manager (CDUHM)—Level 1**
- UH 503A** ■ 5 DAYS  
**Certified Defense Unaccompanied Housing Manager (CDUHM)—Level 2**
- UH 505** ■ 3 DAYS  
**Single Soldier Housing Management**
- LDG 502** ■ 2 DAYS  
**Lodging Management: Basic Housekeeping Operations**
- LDG 503** ■ 2 DAYS  
**Lodging Management: Facilities Maintenance**
- LDG 504** ■ 2 DAYS  
**Lodging Management: Reception Desk Operations**
- LDG 505** ■ 2 DAYS  
**Introduction to Lodging Management**

## 600 SERIES

### PRIVATIZATION FOCUS AREA

- PVT 600** ■ 5 DAYS  
**CDPM™ Level 1**
- PVT 600A** ■ 4.5 DAYS  
**CDPM™ Level 2**
- PVT 600/600A** ■ 8 DAYS  
**CDPM™ Levels 1 & 2 (Combined Course)**
- PVT 600B** ■ 4.5 DAYS  
**CDPM™ Level 3**
- PVT 600A/600B** ■ 8 DAYS  
**CDPM™ Levels 2 & 3 (Combined Course)**
- PVT 601** ■ 3 DAYS  
**Foundations of Customer Service, Contracting & Team Building**
- PVT 602** ■ 2 DAYS  
**Foundations of Private Sector Accounting**
- PVT 603** ■ 2 DAYS  
**Using Financial Statements for Decision-Making**
- PVT 604** ■ 2 DAYS  
**Advanced Private Sector Financial Management**
- PVT 602/603/604** ■ 5 DAYS  
**Private Sector Accounting & Financial Management**
- PVT 605** ■ 2 DAYS  
**Military Culture: Learning the (Select Service or All Services) Way**
- PVT 606** ■ 4.5 DAYS  
**Advanced Pro Formas**

## 700 SERIES

### GENERAL SKILLS AREA

- GEN 703** ■ 2 DAYS  
**Stress Management**
- GEN 704** ■ 2 DAYS  
**Diversity—Individual, Cultural and Organizational**

## About MHLI Training Programs

### Introduction

MHLI offers a wide variety of our own courses in all areas of military and privatized housing operations. These courses are of value to both federal and private sector employees. MHLI courses are interactive, with lectures, discussions and exercises in the practical applications relating to housing for military members and/or their families.

In addition to our own courses, MHLI also offers courses from our strategic partners, the Institute of Real Estate Management (IREM), the National Apartment Association (NAA) and from instructors who have been featured at the annual PHMA seminars.

### Course Offerings & Customization

MHLI offers a number of courses on an open enrollment basis at various locations throughout the year at competitive pricing. Exact schedules are published and updated at our Web site [www.mhli.org](http://www.mhli.org).

Courses may also be obtained for a particular location and can be tailored to match local, regional or Service-wide policies and procedures. To pursue obtaining your own course please e-mail: [training@mhli.org](mailto:training@mhli.org) or call 703-771-0055 x13.

MHLI will work with you to present the best training possible for your location. Many of our two and three day courses can be combined into one week of training.

If there is material you would like presented from other training sources, MHLI can also save you time and effort by making these available to you as discussed below. Again, e-mail or call us.

### Course Pricing

Course pricing includes all instructor fees and student materials, exclusive of travel and per diem for up to 30 students. Course customization, OCONUS and other fees may apply.

If you wish to purchase a whole course and want a per student fee, or wish to sponsor an open course, please contact MHLI Training at [training@mhli.org](mailto:training@mhli.org).

### How to Order

MHLI is an educational nonprofit corporation. Our Federal Tax ID number is 54-1979030 and our Duns # is 151206666.

Payments are required at the time of registration. Credit cards will be charged 10 business days before your class starts. For any payment questions, contact the MHLI Registrar at [mhlioffice@earthlink.net](mailto:mhlioffice@earthlink.net).

There are several purchasing methods which can be used for federal staffs to obtain MHLI courses and these may vary based on local procedures. MHLI does accept credit cards, checks or direct deposits via the Central Contractor Registration (CCR) process.

- Fees for open courses ordered through your training department via the DD 1556 route, may be paid with credit card or by government check.
- Fees may be authorized in travel orders and paid by personal travel cards.
- Courses may also be purchased directly via the training office.
- MHLI holds a GSA MOBIS (a multiple award) contract for Training. Depending on the dollar threshold you may order against our contract (GS-10F-0162M) or we are available by competition with other MOBIS contractors. (Ask your contract office to check us out at [www.ebuy.gsa.gov](http://www.ebuy.gsa.gov).)

Private sector staffs may of course contract directly with us or may reach us through the GSA schedule.

### Dress Code

Dress code for class is business casual, which does NOT include jeans, shorts or tee shirts. Military dress, if required, is by individual Service, but is not recommended by MHLI.

### Contact MHLI Today!

**154 Fort Evans Rd. NE  
Leesburg, VA 20176  
703-771-0055 (voice)  
703-771-0299 (fax)**

## Current Course Pricing

Prices good through February 14, 2018.

This table shows both government and commercial rates for MHLI Training courses of up to 30 students provided at a customer location. Price includes all instructor fees and student materials, exclusive of travel and per diem. Course customization, OCONUS and other fees may apply.

If you wish to purchase a whole course and want a per student fee, or wish to sponsor an open course, please contact MHLI Training at [training@mhli.org](mailto:training@mhli.org) or 703 771 0055 x13.

Course	Name	Government Rate	Commercial Rate
CS 100*	Foundations of Customer Service	\$8,929.92	\$9,822.91
CS 103*	Effective Communications = Effective Service	\$8,929.92	\$9,822.91
CS 104*	Conflict Resolution and Mediation	\$8,929.92	\$9,822.91
CS 105*	Building a Stronger Organization	\$9,954.69	\$10,905.16
CS 106*	Certified Housing Customer Service Representative (CHCSR)	\$20,541.44	\$22,595.58
MGT 400*	Introduction to Family Housing Management	\$16,828.17	\$18,510.99
MGT 401*	Foundations of Management	\$10,417.87	\$11,459.66
MGT 402*	Techniques & Process of Leadership	\$9,921.79	\$10,913.97
MGT 403*	Strategic Leadership for Housing Managers and Directors	\$10,417.87	\$11,459.66
GEN 703*	Stress Management	\$7,937.42	\$8,731.16
GEN 704*	Diversity – Individual, Cultural and Organizational	\$7,937.42	\$8,731.16
UH 500	Introduction to Unaccompanied Housing and Furnishings Management	\$10,100.00	\$11,110.00
UH 501*	Introduction to Unaccompanied Housing Management	\$9,954.69	\$10,950.16
UH 502*	Introduction to Furnishings Management	\$9,954.69	\$10,950.16
UH 503*	Certified Defense Unaccompanied Housing Manager (CDUHM) Level 1	\$20,541.44	\$22,595.58
UH 503A*	Certified Defense Unaccompanied Housing Manager (CDUHM) Level 2	\$20,541.44	\$22,595.58
UH 505	Single Soldier Housing Management	\$10,100.00	\$11,110.00

\* These courses are available for purchase through GSA MOBIS.

# MHLI TRAINING PROGRAMS

Course	Name	Government Rate	Commercial Rate
LDG 502	Lodging Management: Basic Housekeeping Operations	\$9,600.00	\$10,560.00
LDG 503	Lodging Management: Facilities Management	\$9,600.00	\$10,560.00
LDG 504	Lodging Management: Reception Desk Operations	\$9,600.00	\$10,560.00
LDG 505	Introduction to Lodging Management	\$9,600.00	\$10,560.00
PVT 600*	Certified Defense Privatization Manager (CDPM™) Level 1	\$20,541.44	\$22,595.58
PVT 600A*	Certified Defense Privatization Manager (CDPM™) Level 2	\$20,541.44	\$22,595.58
PVT 600B*	Certified Defense Privatization Manager (CDPM™) Level 3	\$20,541.44	\$22,595.58
PVT 601	Foundations of Customer Service, Contracting and Team Building	\$10,100.00	\$11,110.00
PVT 602	Foundations of Private Sector Accounting	\$9,600.00	\$10,560.00
PVT 603	Using Financial Statements for Decision Making	\$9,600.00	\$10,560.00
PVT 604	Advanced Private Sector Financial Management	\$9,600.00	\$10,560.00
PVT 605	Military Culture: Learning the (Select Service or All Services) Way	\$9,600.00	\$10,560.00
PVT 606*	Advanced Pro Formas	\$18,961.32	\$20,857.45
FAC 300*	Foundations of Facilities Management	\$9,954.69	\$10,950.16
FAC 303*	Housing Inspector/Engineer Technician	\$10,534.06	\$11,587.47
FAC 304*	Foundations of Asset Management	\$9,954.69	\$10,950.16
FAC 306*	Advanced Housing Inspector's Course	\$10,534.06	\$11,587.47
FAC 309*	Certified Military Housing Inspector (CMHI)	\$22,648.25	\$24,913.08
FIN 200*	Foundations of Military Housing Financial Management	\$9,954.69	\$10,950.16
HSO 100/200*	Housing Referral Services (Combined Course)	\$14,097.06	\$15,506.88
HRS 300*	High Performing Housing Referral Services	\$16,916.48	\$18,608.13
ONLINE	PVT 600: CDPM™ Level 1	\$1,090.28	\$1,199.31
ONLINE	Military Organization and Navy Culture	\$284.42	\$312.86

\* These courses are available for purchase through GSA MOBIS.

# TABLE OF CONTENTS

**QUICK TIP!** Open the **BOOKMARKS MENU TAB** (on the left) to display contents of this eBook, then Click on your topics of interest for fast navigation!

## Visionary Solutions for Global Communities

<b>GENERAL OVERVIEW</b> .....	<b>2-3</b>
<b>MHLI TRAINING PROGRAMS</b> .....	<b>4</b>
<b>Introduction</b> .....	<b>4</b>
<b>Course Offerings &amp; Customization</b> .....	<b>4</b>
<b>Course Pricing</b> .....	<b>4</b>
<b>Continuing Education Units (CEUs)</b> .....	<b>4</b>
<b>How to Order</b> .....	<b>4</b>
<b>Dress Code</b> .....	<b>4</b>
<b>Contact MHLI Today!</b> .....	<b>4</b>
<b>Current Course Pricing</b> .....	<b>5-6</b>
<b>100 SERIES</b> ■ <b>CUSTOMER FOCUS AREA</b> .....	<b>8-11</b>
<b>200 SERIES</b> ■ <b>FINANCIAL FOCUS AREA</b> .....	<b>12</b>
<b>300 SERIES</b> ■ <b>FACILITIES FOCUS AREA</b> .....	<b>13-14</b>
<b>400 SERIES</b> ■ <b>MANAGEMENT FOCUS AREA</b> .....	<b>15-16</b>
<b>500 SERIES</b> ■ <b>UH/LODGING FOCUS AREA</b> .....	<b>17-21</b>
<b>600 SERIES</b> ■ <b>PRIVATIZATION FOCUS AREA</b> .....	<b>22-28</b>
<b>700 SERIES</b> ■ <b>GENERAL SKILLS AREA</b> .....	<b>29</b>
<b>AFFILIATED PARTNER SPONSORED TRAINING</b> .....	<b>30</b>
<b>IREM Training</b> .....	<b>30</b>
<b>NAA Training</b> .....	<b>30</b>



MHLI is proud to join with our strategic partners, the Professional Housing Management Association (PHMA), the Institute of Real Estate Managers (IREM) and the National Apartment Association (NAA) to present the first Certification program specifically intended for persons involved in the privatization of military housing.

Visit [www.mhli.org](http://www.mhli.org) for a schedule of upcoming classes to become a certified CDPM!

## CS 100 ■ 2 DAYS

### Foundations of Customer Service

Learn strategies for customer service using a humorous approach to exploring and understanding the diversity of today's military customers. This approach encourages the attendee to incorporate new techniques into daily operation of the housing organization. By the end of this course students will be able to:

- Recognize the different communication skills.
- Implement procedures for customer interaction using appropriate forms.
- Differentiate between internal and external customers and identify the unique relationships necessary to provide quality service to each.
- Develop the skills, techniques and methods for delivering quality customer service.

*This course is recommended for anyone who has to interact with customers, at any level, as part of their daily tasks. No specific course prerequisites are recommended.*

## CS 103 ■ 2 DAYS

### Effective Communications = Effective Service

This course asks the question "How can I listen and communicate effectively?" Truly effective communication benefits everyone involved. Participants learn to effectively communicate so others will understand and respond appropriately. Better communication skills lead to better customer service and office interaction. By the end of this course students will be able to:

- Demonstrates effective listening.
- Identify the best methods to communicate effectively.
- Develop effective verbal and written communication.
- Apply various techniques to communication.

*This course is recommended for all personnel working in a Housing Office. No specific course prerequisites are recommended.*

## CS 104 ■ 2 DAYS

### Conflict Resolution and Mediation

Participants will learn how to understand the dynamics and skills essential for successful mediation and conflict resolution. During the course participants will learn to pinpoint disagreements and practice skills in communications and problem solving to deal with the disagreements. The course includes tools to deal with issues that directly involve the participant, as well as mediation skills to assist others in resolving their disputes. By the end of this course students will be able to:

- Justify different approaches for individual use in conflict situations and effective responses.
- Outline sources of conflict and strategies appropriate for dealing with conflict in varied contexts.
- Select a problem solving model for conflict situations.
- Generalize the communication skills needed to diffuse conflicts.
- Explain necessary skills in managing anger or other difficult emotions.

*This course is recommended for all personnel working in a Housing Office. No specific course prerequisites are recommended.*



## CS 105 ■ 2 DAYS

### **Building a Stronger Organization**

There is no more room for the status quo in the housing arena. Today's superb housing office is one that requires a unique approach to the clientele that it serves. This one-of-a-kind seminar will provide specifics in terms of how to continually delight clients, improve productivity and enhance morale. You will leave this program with a specific action plan that is tailored to meet your individual needs. By the end of this course students will be able to:

- Recognize "hands-on, how-to" skills for easy-to-use strategic planning and "executable" tactics that get results.
- Explain setbacks, sidetracks and "curve balls".
- Identify key tenets for maximizing your efforts in the marketplace.
- Apply the seven strategic thinking processes of great achievers and how to "operationalize" them on a daily basis.

*This course is recommended for all personnel working in a Housing Office. No specific course prerequisites are recommended.*

## CS 106 ■ 5 DAYS

### **Certified Housing Customer Service Representative (CHCSR)**

Certified Housing Customer Service Representative will give you the competitive advantage you need to excel in a tough and unique military personnel and family climate. In today's customer-oriented environment, "people skills" are critical for personal and organizational success. As we are dealing with an increasing multi-cultural environment, there exists the potential for different expectations and understanding of what constitutes good customer service. This training would ensure that all members of the housing staff in both CONUS and OCONUS are performing at the same knowledge level. How you handle your customers can directly affect your individual goals as well as your team's and organization's performance. This is the only certified customer service program designed specifically for our industry.

This exciting five day program will prepare you and your entire team to deliver high quality customer service designed to exceed your customer's expectations. Each day of this session is specifically designed to focus a tools and techniques you can take back tomorrow and use or share with your team to improve the quality of the service you deliver every day.

The program helps you create a 90 day "customer service" improvement plan for yourself and for your team. Each learning experience is reinforced with exercises, role-plays, videos and games you develop during each session. By the end of this course students will be able to:

- Interpret how to deliver better, faster service and increase customer satisfaction.
- Explain how to gain repeat business and know what customers expect.
- Use tools discussed in the class to manage stressful situations more effectively.
- Summarize the signals of customer irritation—and how to respond appropriately and assist in quickly finding a workable solution to your customer's problem.
- Generate and develop a 90 day customer service improvement plan for you and your team.

*This course is recommended for all personnel working in a Housing Office. No specific course prerequisites are recommended.*

## HSO 100 ■ 3 DAYS

### **Housing Services Office: Introduction to the Military Housing Office**

This course is designed both as a introductory overview of the Military Housing Service Office operations at an installation level, and as a foundational course in managing a Housing Services Office. The students will be trained in the necessary skills to effectively perform as a housing referral staff member, and will also be provided a practical approach to dealing with some of the management challenges that military housing leaders will face. It is intended to establish the base line functional requirements and common levels of support. This course is a must for all Housing Division leaders who are responsible for daily performance, and housing referral staff members needed to transition from previous operations to the new standards.

By the end of this course students will be able to:

- Implement “A Plus” customer service techniques and concepts.
- Summarize the Commons Levels of Service for the HSO staff (e.g., home-finding, off-post referrals, customer counseling).
- Execute strategies to best deal with change in difficult situations.
- Explain basic transition and change management techniques.
- Identify the organizational structure, planning and executing common levels of support.
- Compare operational performance management and measurements.

## HRS 200 ■ 3 DAYS

### **Advanced Housing Services Office**

The HRS 200 course is designed to provide a more in-depth understanding related to the skill sets necessary to perform Housing Referral in a privatized environment. HRS 200 was developed to further educate the staff on the community’s private sector housing market routines in order to provide the best referral services for our Service members and their family members in acquiring housing. This course was not developed to produce real estate agents but to provide more detailed knowledge in the local housing market, real estate practices, mortgage specifics, civilian property management and the general national market trends.

HRS 200 will provide more detailed information on “how” to acquire off-post housing market assets and identifying market trends to deliver superior services to our customers. By the end of this course students will be able to:

- Identify the advantages and disadvantages of renting/leasing—to include understanding a standard rental contract.
- Summarize Property Management (from the civilian perspective)—to include expectations of the landlord and tenant.
- Recognize the advantages and disadvantages of purchasing a home.
- Carry out the basics of mediation and facilitation, including Tenant/Landlord Negotiation.

*Successful completion of the HSO 100 Housing Service Office course is a non-waiverable prerequisite.*

**HSO 100/HRS 200 ■ 5 DAYS**

## **Housing Referral Services (Combined Course)**

This five day course is a foundational course in managing the Housing Services Office. Students will be trained in the necessary skills to effectively perform as a HSO staff member and will provide a practical approach to dealing with management challenges. This course was developed provide more detailed knowledge in the local housing market, real estate practices, mortgage specifics, civilian property management and the general national market trends. It will provide detailed information on how to acquire off-post housing market assets and identify market trends to deliver superior service to our customers. By the end of this course students will be able to:

- Implement “A Plus” customer service techniques and concepts.
- Summarize the Commons Levels of Service for the HSO staff (e.g., home-finding, off-post referrals, customer counseling).
- Execute strategies to best deal with change in difficult situations.
- Identify the advantages and disadvantages of renting/leasing/owning a home—to include understanding a standard real estate contracts.
- Give examples of Property Management (from the civilian perspective)—to include expectations of the landlord and tenant.
- Demonstrate the basics of mediation and facilitation, including Tenant/Landlord Negotiation.

**HRS 300 ■ 4.5 DAYS**

## **High Performing Housing Referral Services**

HRS 300 was developed to provide hands-on training for Housing Referral professionals. HRS professionals act as bridges between the civilian housing market and the Military family. Thus, not only do we need to adapt to civilian market practices, but we must also retain and reinforce the sense of a family atmosphere within our housing community.

The Military housing arena has evolved from an asset centric to a customer centric one. In today’s complex marketplace and the given the intense involvement demanded on our Housing Referral professionals, continuous learning must take place. By the end of this course students will be able to:

- Summarize military housing policy.
- Identify real estate and mortgage transactions.
- Use Conflict resolution, time and stress management and Effective communication to carry out Housing Services.
- Implement teamwork, collaboration and mentoring/coaching.
- Plan and develop a result oriented organization.

In addition, the participants will actually design a business plan. This plan will be developed using a self-paced small group methodology and will be briefed as the final course assessment.

*Successful completion of the HRS 200 Housing Services Office course is a non-waiverable prerequisite. It is strongly encouraged for students to bring a laptop computer for this course.*

**FIN 200 ■ 2 DAYS**

## **Foundations of Military Housing Financial Management**

Definitions and examples of budget line items, ways to sort through the data and prioritize needed information for budget planning and an overview of the overall budget process are the basics of this course. By the end of this course students will be able to:

- Review the financial management cycle (planning, programming, budgeting, execution, reporting and review).
- Identify roles and responsibilities of the local command through Congressional authorization and appropriation.
- Outline the budget approval process.
- Explain the Congressional limitations and restrictions.
- Describe partnering techniques for working with the local financial manager.

*This course is recommended for all Housing personnel who have responsibilities involving the annual budget process and for all supervisors.*



**MHLI offers additional financial training sessions in our Privatization Focus Area. The specialized financial courses we have available are PVT 602, PVT 603 and PVT 604. (Please see descriptions on pages 26-27.)**

## **FAC 300 ■ 2 DAYS**

### **Foundations of Facilities Management**

This course is designed for personnel involved in the management of government housing facilities. As a foundations course it is intended for personnel who have not had extensive experience in this field. This course is an immersion in the principles and practices of sound facilities management. By the end of this course students will be able to:

- Identify processes and procedures for successfully managing government housing facilities.
- Comparing the day-to-day relationships between the housing offices, the higher headquarters support staff and the onsite contractor staff.
- Model techniques for short and long range maintenance planning.
- Describe the steps in successful project and maintenance management, including demonstration of familiarity with estimating concepts.
- Distinguish between maintenance and repair projects, whole house renovations, project development and document preparation.
- Ability to summarize current OSD policies regarding facilities management.

*This course is designed for all personnel new to Housing and who have not had a strong background in facilities management. No specific course prerequisites are recommended.*

## **FAC 303 ■ 3 DAYS**

### **Housing Inspector/Engineer Technician**

Students will be exposed to the necessary skills and tools to successfully identify and manage the maintenance workload of military housing facilities. Participants will better control their maintenance program by effectively diagnosing the causes of poor maintenance practices and developing a corrective strategy. This course is not a home inspection certification course, nor is it a mechanical or electrical technicians course. By the end of this course students will be able to:

- Identify the types and purposes of inspections, including the creation of a maintenance plan for vacant quarters.
- Develop onsite inspection procedures.
- Refresh knowledge of COR duties and responsibilities.
- Gain an understanding of workflow process including work order procedures.
- Demonstrate practical skills and techniques in inspection procedures, including completion of forms, customer service and communication.
- Learn techniques of partnering with other service providers through cooperation in group activities.

*This course is recommended for personnel involved in the inspection of government housing facilities, either as part of assignment/termination of quarters or BOM work. This course is also recommended for the supervisors of these individuals. No specific course prerequisites are recommended.*

## **FAC 304 ■ 2 DAYS**

### **Foundations of Asset Management**

Whether in military housing or private residential situations, being responsible for assets requires knowledge of facilities management and financial planning. This two day course is designed to improve the understanding of the asset management process, emphasizing the retention of quality facilities. By the end of this course students will be able to:

- Understand asset conditions and the concept of sustainment, restoration and modernization.
- Apply the planning process to asset management situations.
- Integrate short and long range financial planning with facilities management.

*This course is recommended for those individuals identified as management candidates, GS 9 and others with financial or facilities management responsibilities with a housing office. It is recommended that both FAC 300 and FIN 200 or 201 be taken prior to this course.*

## FAC 306 ■ 3 DAYS

### Advanced Housing Inspector's Course

This three day course is designed for personnel involved in the inspection of government housing facilities and their supervisors. This course is intended to provide a greater depth of understanding for inspectors and is geared toward new construction inspection of family housing dwelling units. Students will be exposed to the various phases of construction from site work to final acceptance. This course is not a home inspection certification course, nor is it a mechanical or electrical technician's course. By the end of this course students will be able to:

- Comprehend the basics of reading blueprints.
- Interpret the basic symbols used in construction drawings.
- Identify the points of inspection for concrete and exterior enclosure work, interior electrical work and interior plumbing work.
- Know the basics of housing HVAC systems.
- Demonstrate practical skills and techniques in inspection procedures.

*FAC 303 is a non-waiverable prerequisite for attendance at this course. Students are requested to review and bring with them the text "The Complete Book of Home Inspection", used in the FAC 303 offering. For more information about this course contact Kevin Keating at [keatingk@hughes.net](mailto:keatingk@hughes.net).*

## FAC 309 ■ 5 DAYS

### Certified Military Housing Inspector (CMHI)

This course is designed for personnel involved in the management of both government housing facilities and private sector inspections. Students will be exposed to the necessary skills and tools to successfully inspect to meet DoD minimum acceptability criteria. They will also be taught to identify and manage the sustainment, renovation and modernization workloads of military housing facilities. This certification course will provide a greater understanding of inspection principles for existing or newly constructed facilities both private sector and governmental. Students will be exposed to the various phases of construction from site work to final acceptance, change of occupancy maintenance requirements, and management of contract vehicles in a military setting. A portion of the class is devoted to understand mold, it's causes, implications, and practical treatment of affected areas, as well as other safety and livability issues.

This course is not a home inspection certification course, nor is it a mechanical or electrical technician course. By the end of this course students will be able to:

- Identify the types and purposes of community and governmental inspections.
- Develop onsite inspection procedures and plan maintenance for vacant government quarters and for-rent community housing.
- Refresh knowledge of COR duties and responsibilities.
- Demonstrate practical skills and techniques in inspection procedures, including familiarity with minimum adequacy standards.
- Identify the points of inspection for concrete and exterior enclosure work, interior electrical work, interior plumbing work, HVAC systems, furnishings and installed fixtures and associated facility components.
- Understand the cause of mold in facilities and be prepared to take steps leading towards remediation.
- Demonstrate familiarity with various construction trades, codes and planning considerations and critical considerations for inspection, with emphasis on special requirements of Wounded Warriors and ADA compliant facilities.
- Input required information into eMH as appropriate.

*This course is recommended for personnel responsible for the maintenance and inspection of both family and bachelor government housing facilities. This course is also recommended for the supervisors of these individuals. No specific course prerequisites are recommended.*

## MGT 400 ■ 4 DAYS

### Introduction to Family Housing Management

This course provides a comprehensive overview of housing operations and as such, provides the building blocks for future career growth. By the end of this course students will be able to:

- Explain the mission and business of housing.
- Summarize the housing organization including all functional areas and levels.
- Execute improved customer service skills.
- Distinguish between the requirements and importance of facilities and financial management.

*This course is recommended for new housing employees and for those who interact with the housing office. No other specific course prerequisites are recommended.*

## MGT 401 ■ 2.5 DAYS

### Foundations of Management

Good management doesn't come naturally—it's learned and practiced over time. This course is intended to help you understand the nature and principles of managing people and processes to achieve objectives. Starting with the basic functions of managers—in a housing office or corporation—this course offers a look at the techniques common to all management and a foundation in the principles of management. By the end of this course students will be able to:

- Identify the roles and responsibilities of managers and key elements of good management.
- Analyze goals and measure performance.
- Apply techniques for team building and motivation.
- Summarize various management processes such as risk management and management by objectives.
- Explain the various management tools such as flow charts, Gantt charts, PERT networks and break-even analysis.
- Differentiate between a centralized and decentralized organization and identify and describe the five basic grouping formats.

*This course is designed as the initial course in the Management Focus area. It is intended for personnel involved in the management of personnel at any level. No other specific course prerequisites are recommended.*

## MGT 402 ■ 2.5 DAYS

### Techniques & Process of Leadership

In James Burns' book, *Leadership*, a study is cited with 130 definitions of leadership. This course will not cover them all—but it will provide an exposure to current thinking on the application of leadership principles within the private and public sectors. Key competencies, characteristics, styles and techniques will be evaluated and interpreted for their relevancy to the housing environment. By the end of this course students will be able to:

- Summarize current leadership philosophies as applied to the housing environment.
- Compare traditional leadership theories and emerging theories.
- Differentiate between leadership and management and the roles and responsibilities of each.
- Use team-building and group dynamics concepts.
- Classify styles of communication.
- Identify and implement appropriate styles of conflict resolution.
- Classify techniques in negotiation.

*This course is designed for personnel in a leadership or a management position at any level.*

## MGT 403 ■ 2 DAYS

### Strategic Leadership for Housing Managers and Directors

This course begins with looking at the characteristics of great organizations through an interactive case study about an amazing private sector company whose excellence in customer service, operations and profitability make it the benchmark for its industry. Then we explore the three major areas of focus that enables successful senior leaders: Strategic Leadership, Operational Effectiveness and Organizational Systems Assessments (customers, competition and capabilities). By the end of this course students will be able to:

- Identify the characteristics of a great leader and the leader's role in a great organization.
- Summarize team dynamics and repertoire of leadership styles.
- Explain the value chain and supply chain theory and how they apply to housing.
- Complete a measurement of performance and evaluate holistic systems.
- Recognize the basics of situational assessment framework.

*This course is designed as the transitional management development course bridging the Level Two and Level Three PHMA certifications. It is recommended for anyone who has completed all of the course prerequisites for attending MGT 404 Executive Retreat.*

## MGT 401/402 ■ 4.5 DAYS

### Management Training Series (Combined Course)

Good management doesn't come naturally—it is learned over time. This combined course offering is intended to help you understand the nature and principles of managing people and processes to achieve objectives. The course looks at characteristics of great organizations through an interactive case study about an amazing private sector company whose excellence in customer service, operations and profitability make it a benchmark for the industry. The course explores three major areas of focus that enables successful senior leaders: (1) Strategic Leadership; (2) Operational Effectiveness; and (3) Organizational Systems Assessments. At the end of this course, student will be able to:

- Define the roles and responsibilities of managers and identify key elements of good management
- Describe and discuss various management processes such as risk management and management by objectives
- Be familiar with various management tools such as flow charts, Gantt charts, PERT networks and break-even analysis
- Understand the characteristics of a good leader and the leader's role in a great organization
- Understand performance measurement and evaluating holistic systems
- Understand baseline knowledge of situational assessment framework



## UH 500 ■ 3 DAYS

### Introduction to Unaccompanied Housing and Furnishings Management

This three day course is for personnel assigned to manage UH and Furnishings at all levels both military and civilian. Participants of this course learn the basic elements of UH and furnishings management. This course requires minimum knowledge of military terminology and basic personal management skills. This course can be customized to be Service specific. By the end of this course students will be able to:

- Be familiar with required policies, directives and instructions governing UH and Furnishings management.
- Be familiar with terms and abbreviations relating to UH and Furnishings.
- Be able to identify offices in the chain of command responsible for UH and Furnishings management.
- Understand Furnishings requirements.
- Understand UH and Furnishings financial requirements.
- Understand entitlements and minimum standards of acceptable space and privacy.
- Understand utilization requirements.
- Understand Facilities Condition Reporting.
- Be able to develop effective check-in/check-out welcome package that includes all guidance for living in UH.
- Understand the requirements of a UH maintenance program.

## UH 501 ■ 2 DAYS

### Introduction to Unaccompanied Housing Management

This two day course is for personnel assigned to manage UH at all levels both military and civilian. Participants of this course learn the basic elements of UH management. The course requires minimum knowledge of military terminology and basic personal management skills. By the end of this course students will be able to:

- Be familiar with required policies, directives and instructions governing UH management.
- Be familiar with terms and abbreviations relating to UH.
- Be able to identify offices in the chain of command responsible for UH management.
- Understand UH and furnishings financial requirements and budgeting requirements.
- Understand UH furniture requirements.
- Understand entitlements, minimum standards of acceptable space and privacy
- Understand the DoD Wounded Warrior Program.
- Understand utilization requirements.
- Understand Facilities Condition Reporting.
- Be able to develop effective check-in/check-out welcome package that includes all guidance for living in the UH.
- Understand the requirements of a UH maintenance program.

## UH 502 ■ 2 DAYS

### Introduction to Furnishings Management

This course provides housing professionals and other personnel assigned to manage furniture programs with a comprehensive overview of requirements as well as minimum furniture specifications established by DoD and the specific Services. The course concentrates on understanding what quality furniture is, determining needs, procurement regulations and determining what a good proposal is by using Best Value Selection. The course can be customized to a specific Service requirement. By the end of this course students will be able to:

- Identify references and terminology associated with the management of a DOD furniture program.
- Understand the basics of furniture manufacturing and identify minimum quality specifications.
- Determine minimum requirements for furniture.
- Develop initial issue and replacement plans.
- Identify funding sources.
- Understand DOD purchasing requirements.
- Understanding Best Value contract awards.
- Understanding inventory control.
- Understand the requirements of furniture storage and disposal.

## UH 503 ■ 5 DAYS

### Certified Defense Unaccompanied Housing Manager (CDUHM)—Level 1

MHLI is proud to join with our strategic partners the Professional Housing Management Association and the National Apartment Association to present the first certification program specifically intended for persons involved in the management of Unaccompanied Housing (UH). Successful completion of this five day course will earn students the certification as a Certified Defense Unaccompanied Housing Manager. This course is designed to provide a UH manager with the basic skills required to manage a UH operation that has not yet been privatized. This includes permanent party and student UH. Attendees will be required to participate in group exercises as well as doing subject matter research to be ready for each day's lessons. Attendees will be required to pass the final open text examination with a score of 85% or better to receive certification.

By the end of this course students will be able to:

- Understand the current state of the DoD UH Program and its goals.
- Understand the requirements for quality facilities maintenance and long range maintenance planning.
- Understand current human resources requirements.
- Understand mission, functions and tasks.
- Develop a minimum staffing requirement.
- Understand the requirements for developing standard operating procedures for each function in a UH operation.
- Understand the DoD budget process.
- Develop minimum funding requirements for UH operations.
- Understand UH furnishings requirements and quality furniture specifications.
- Develop an initial issue furniture requirement.
- Understand UH contract requirements.
- Develop a statement of work for a UH function.

*This course is an advanced level certification course. It is intended for personnel who have experience in Unaccompanied Housing and/or for personnel who have taken other entry and intermediate Unaccompanied Housing courses. No other specific course prerequisites are recommended.*

## UH 503A ■ 5 DAYS

### **Certified Defense Unaccompanied Housing Manager (CDUHM)—Level 2**

MHLI is proud to join with our strategic partners the Professional Housing Management Association and the National Apartment Association to present the second course in our certification program specifically intended for persons involved in the management of Unaccompanied Housing (UH). This course is relevant to managers of housing specifically assignable to Single Service members. Successful completion of this five day course will earn you certification as a Defense Unaccompanied Housing Manager Level II. This course is designed to provide a UH manager with the advanced skills required to manage a UH operation and also addresses the concepts of privatization of UH. Attendees will be required to participate in group exercises as well as subject matter research to be ready for each day's lessons. Attendees will be required to participate in a group final presentation. Attendees are encouraged to bring a laptop to class.

By the end of this course students will be able to:

- Understand upper level leadership and management concepts.
- Understand the requirements for quality facilities maintenance and long range maintenance planning including preventative maintenance programs.
- Develop staffing requirements based on established mission, functions and tasks and budget constraints.
- Develop standard operating procedures for functions in a UH operation.
- Perform cost benefit analysis for determining the most cost effective delivery of service.
- Develop a performance-based Statement of Work for a UH operation.
- Develop long range funding requirements for UH operations.
- Develop and justify future year program requirements.

*Before attending this course you must complete UPH 503 and be certified as a CDUHM Level I. Waivers of the prerequisite will not be considered.*

## UH 505 ■ 3 DAYS

### **Single Soldier Housing Management**

This three day course will help the you become familiar with the policies and procedures governing Army Single Soldier Housing (SSH) management. The instructor will identify resources for finding the answers you need to perform your duties. This class will also serve as a forum for interacting with others assigned to SSH. We will cover several very useful checklists that will assist you and the residents in better understanding what is required when you live in UH.

By the end of the course, the student will be able to:

- Locate required policies, directives and instructions.
- Recognize terminology.
- Identify offices in the SSH chain of command.
- Understand the basics of SSH funding.
- Develop minimum cleaning standards.
- Understand the SSH maintenance program.
- Understand the responsibilities of the Housing Division.

## **LDG 502 ■ 2 DAYS**

### **Lodging Management: Basic Housekeeping Operations**

This two day course defines the requirements of the Housekeeping Department. Using an example Standard Operating Procedures for a Housekeeping Department, your staff will review the standards for functionality and relevance to your Lodging operation. Once completed, the class will develop standards that reflect their current location and will define the implementation requirements. There is also significant customer service and communications refresher training. This course can be customized to specific Lodging operation requirements. By the end of this course students will be able to:

- Define the mission, functions and tasks of Housekeeping.
- Perform effective communication and customer service exercises.
- Develop proper room cleaning procedures and quality control standards.
- Clarify key control, security and emergency procedures.
- Establish blood-borne pathogen exposure control procedures.
- Examine Housekeeping Department staffing requirements.

## **LDG 503 ■ 2 DAYS**

### **Lodging Management: Facilities Maintenance**

This two day course is for individuals involved in all aspects of facilities maintenance of lodging facilities. This course provides housing professionals and other personnel assigned to facility maintenance programs with a comprehensive overview of requirements for long and short term planning and day-to-day routine facility maintenance. The course can be customized to your specific Lodging operations requirements. By the end of this course students will be able to:

- Recognize references and terminology associated with facility maintenance.
- Apply customer relations and customer satisfaction standards.
- Identify requirements for trouble call maintenance and learn how to maintain maintenance history.
- Employ long and short range maintenance plans.
- Explain the requirements for maintenance contract management.
- Estimate long and short range facilities requirements.

## **LDG 504 ■ 2 DAYS**

### **Lodging Management: Reception Desk Operations**

This two day course is for the Front Desk Supervisor, Front Desk Clerk and Reservations Clerk. The course provides your Front Desk staff with the basic information related to a successful Front Desk/Reception Desk where your guests/residents first check in. There is an overview of requirements, development of Standard Operating Procedures and includes customer service refresher training. This course can be customized to specific Lodging operations requirements. By the end of this course students will be able to:

- Define the Mission, Functions and Tasks of a front desk department.
- Recognize assignment criteria and eligibility to occupy lodging.
- Develop check-in/check-out procedures and minimum acceptable quality standards.
- Apply document management, basic computer skills and cash handling procedures.
- Analyze key control, security and emergency procedures and develop standard operating procedures for the front desk department.
- Explain rooms management and maximizing utilization of adequate rooms.

## **LDG 505 ■ 2 DAYS**

### **Introduction to Lodging Management**

This three day course is for active duty and civilian personnel assigned to work in or manage UH. Students will learn the basic elements of operating UH facilities and to manage the large furnishings inventory. The course requires minimum knowledge of military terminology and basic personal management skills. This course can be customized to specific UH operations requirements. By the end of this course students will be able to:

- Identify policies, directives and instructions governing UH and Furnishings management.
- Identify budget requirements for staffing, contracts and operations and maintenance requirements.
- Plan for furnishings initial issue and replacement requirements.
- Recognize entitlements and minimum standards of space and privacy.
- Discuss Facilities Condition Reporting.
- Define standard operating procedures and customer service requirements.



**PLEASE NOTE:** The following courses are of general interest and use to all personnel working in military housing of any type. They are, however, vital to those personnel, federal or private sector, who are or will be involved with privatization.

**PVT 600 ■ 5 DAYS**

## **Certified Defense Privatization Manager—CDPM™ Level 1**

MHLI is proud to join with our strategic partners Professional Housing Management Association (PHMA), the Institute of Real Estate Managers (IREM) and the National Apartment Association (NAA) to present the first Certification program specifically intended for persons involved in the privatization of military housing. This is a Level One offering and is intended to cover the privatization process from concept to pre-transition. The intent is to prepare the management level personnel for not only the requirements of the privatization process but to recognize challenges to the management process in the traditional housing office. This course will cover the Congressional legislation applicable to privatization, the Department of Defense guidance, a comparison of the various Services' programs, ethical considerations, private sector maintenance, financial and human resource practices as compared to current Service practices. Also discussed are the traditional management roles of communicating and directing work flow, team building considerations and change management in order to better prepare the management personnel to successfully transition from a traditional housing operation to a privatized operation. By the end of this course students will be able to:

- Summarize the privatization processes and goals of the Services.
- Explain the role of the private sector partners.
- Compare the different methodologies for results oriented oversight.
- Execute your role in the privatization process.
- Organize and integrate a working privatization partnership.

*This course is intended for all levels of personnel who are or may be involved in the privatization of military housing.*

## **PVT 600A ■ 4.5 DAYS**

### **Certified Defense Privatization Manager—CDPM™ Level 2**

MHLI is proud to join with our strategic partners Professional Housing Management Association (PHMA), the Institute of Real Estate Managers (IREM) and the National Apartment Association (NAA) to present the first Certification program specifically intended for persons involved in the privatization of military housing. This is a Level Two offering and is intended to cover the privatization process from transition to long term viability. The intent is to prepare management level personnel for the requirements of the Portfolio Asset Management (PAM) process and provide training in financial analysis to assist in identifying trends that may positively or negatively affect the program success. This course will cover the Congressional and the Department of Defense PAM reporting requirements, the PEP program, responsibilities of the Portfolio and Asset Manager, private sector financial reporting metrics and evaluation of financial spreadsheet data to assist in the decision making process. Also discussed will be personnel transition issue, program continuity and other management tasks identified in the various Service's Lesson Learned seminars. By the end of this course students will be able to:

- Recall the principles of partnering.
- Explain the framework and requirements of the Department of Defense PAM Program.
- Understand the relationships between privatized and non-privatized assets and operational requirements that may exist on various installations/bases.
- Plan the financial considerations in determining project trends and long-term financial viability.

*Successful completion of the PVT 600 Certified Defense Privatization Manager CDPM™ Level 1 course is a non-waiverable prerequisite. Management personnel who will be responsible for the oversight, PAM responsibilities and long term viability of their respective Service's privatization program should attend this training. It is also strongly recommended that individuals have previous training in private sector financial practices. These skill sets can be developed through courses PVT 602, PVT 603 and PVT 604.*

## **PVT 600B ■ 4.5 DAYS**

### **Certified Defense Privatization Manager—CDPM™ Level 3**

#### **CAPSTONE COURSE OF THE CDPM™ SERIES**

With the maturing of both the privatization process and the training jointly provided by IREM and NAA, an overall long-term capstone program was mandated. This course will concentrate on maintaining the relationships and sustaining the privatization project through the term of the ground lease. This training is designed to enable the Asset Manager to successfully develop the successive future generations and lay the groundwork for continued success. By the end of this course students will be able to:

- Implement strategic planning to sustain the vision.
- Use mediation, negotiation, teamwork, integrity and ethics for a strong team.
- Execute the agreement through a better understanding of both public and private sector real estate.
- Judge the problem solving techniques to sustain the asset through applying and understanding project management as a discipline.

*Material will be presented through classroom lectures, student discussions and group exercises and case studies. Successful completion of both CDPM™ Level 1 and CDPM™ Level 2 are mandatory prerequisites.*

**PVT 600/600A ■ 8 DAYS**

## **CDPM™ Levels 1 & 2 (Combined Course)**

MHLI is proud to join with our strategic partners Professional Housing Management Association (PHMA), the Institute of Real Estate Managers (IREM) and the National Apartment Association (NAA) to present the first Certification program specifically intended for persons involved in the privatization of military housing. This combined eight day course is a fast paced certification course. The Level One portion of the training covers the privatization process from concept to pre-transition. The course will cover the Congressional legislation applicable to privatization, the Department of Defense guidance, a comparison of the various Service's programs, ethical considerations, private sector maintenance and financial and human resource practices. The Level Two portion of the training covers the privatization process from transition to long term viability. The course will cover the Congressional and Department of Defense PAM reporting requirements, the PEP program, responsibilities of the Portfolio and Asset Manager, private sector financial reporting metrics and evaluation of financial spreadsheet data to assist in the decision making process.

By the end of this course students will be able to:

- Summarize the privatization processes and goals of the Services.
- Explain the role of the private sector partners.
- Organize and integrate a working privatization partnership.
- Identify the framework and requirements of the Department of Defense PAM Program.
- Understand the relationships between privatized and non-privatized assets and operational requirements that may exist on various installations/bases.
- Plan the financial considerations in determining project trends and long-term financial viability.

*This course is intended for all levels of personnel who are or may be involved in the privatization of military housing.*



**PVT 600A/600B ■ 8 DAYS**

## **CDPM™ Levels 2 & 3 (Combined Course)**

This combined eight day course is a fast paced certification course intended for person involved in the privatization of military housing. The Level Two portion of the training covers the privatization process from transition to long term viability. The course will cover the Congressional and Department of Defense PAM reporting requirements, the PEP program, responsibilities of the Portfolio and Asset Manager, private sector financial reporting metrics and evaluation of financial spreadsheet data to assist in the decision making process. The Level Three portion of the course will concentrate on maintain the relationships and sustaining the privatization project through the term of ground lease. This training is designed to enable the Asset Manager to successfully develop the successive future generations and lat the groundwork for continued success.

By the end of this course students will be able to:

- Organize and integrate a working privatization partnership.
- Explain the framework and requirements of the Department of Defense PAM Program.
- Understand the relationships between privatized and non-privatized assets and operational requirements that may exist on various installations/bases.
- Plan, through a multi-day case study, the financial considerations in determining project trends and long-term financial viability.
- Use Mediation, Negotiation, Teamwork, Integrity and Ethics for a strong team.
- Execute the Agreement through a better understanding of both public and private sector Real Estate.
- Judge the Problem Solving techniques to sustain the Asset through applying and understanding Project Management as a discipline.

*Successful completion of the PVT 600 Certified Defense Privatization Manager CDPM™ Level 1 course is a nonwaiverable prerequisite. Management personnel who will be responsible for the oversight, Portfolio Asset Management responsibilities and long term viability of their respective Service's privatization program should attend this training. It is also strongly recommended that individuals have previous training in private sector financial practices. These skill sets can be developed through courses PVT 602, PVT 603 and PVT 604.*

## PVT 601 ■ 3 DAYS

### **Foundations of Customer Service, Contracting & Team Building**

This course will cover three main topic areas. Students will learn strategies for customer service using a humorous approach to exploring and understanding the diversity of today's military customers. Students will be introduced to basic contracting in accordance with the FAR, importance of the Performance Work Statement and roles and responsibilities of the Contracting Officer Representative/Contracting Officer Technical Representative (COR/COTR). Fundamentals of team building will be covered, with emphasis on the formation of successful teams, responsibilities of team members and roles of organizational personnel within and outside of the formal team. While an introductory level course, students will refine their skills through interactive practical exercises and group participation. By the end of this course students will be able to:

- Demonstrate skills, techniques and methods for delivering quality customer service.
- Illustrate the difference between work groups and teams and the importance of each.
- Summarize the different types of teams and their purposes.
- Explain the importance of team goals, selection of team members and leadership within a team.
- Implement proper communication techniques.
- Execute contract monitoring as the COR/COTR (understanding limitations on authority).

*This course is a specialized course that combines CS 100 with added emphasis on responsibilities of the COR/COTR and basic team building. It is intended primarily for those staffs who are or may be involved with the privatization of military housing. No specific course prerequisites are recommended.*

## PVT 602 ■ 2 DAYS

### **Foundations of Private Sector Accounting**

This course is designed for those individuals who must use the financial statements of commercial enterprises in the performance of their duties and have not had a previous course in accounting. Also, individuals who have had a course in accounting but have not used this knowledge for a period of time would benefit from the course. This course is an introduction to financial accounting, the accounting process and accounting terminology. By the end of this course students will be able to:

- Paraphrase and summarize the accounting process.
- Recognize the basic financial statements.
- Categorize the content of the basic financial statements.
- Explain basic financial accounting terminology.

*This course is intended primarily for those staffs who are or may be involved with the privatization of military housing. No specific course prerequisites are recommended.*

## **PVT 603 ■ 2 DAYS**

### **Using Financial Statements for Decision-Making**

This course builds upon the knowledge gained in FIN 201. Participants will prepare basic financial statements and make financial decisions using the information contained in these statements. By the end of this course students will be able to:

- Implement the correct process for recording financial data and preparing financial statements.
- Summarize the relationships among the financial statements.
- Use accounting information in making management decisions.

*This course is recommended to all personnel dealing with private sector companies/contractors in order to understand the financial decision making process. PVT 602 is recommended before taking this course.*

## **PVT 604 ■ 2 DAYS**

### **Advanced Private Sector Financial Management**

This course utilizes the knowledge gained in PVT 603 and introduces more advanced financial concepts. This knowledge is then used in solving complex financial management problems and conducting sophisticated financial analyses. Students will be introduced to the unique accounting practices of selected industries, particularly construction and property management. A case study format will be utilized. By the end of this course students will be able to:

- Recognize accounting issues unique to the construction and property management fields.
- Organize data to produce sophisticated financial analyses.

*This is an executive level course designed to better acquaint personnel with the process and uses of income statements and other accounting tools in decision making. It is intended primarily for those persons who are or may be involved with the privatization of military housing. PVT 602 and PVT 603 or equivalent courses are prerequisites.*

## **PVT 602/603/604 ■ 5 DAYS**

### **Private Sector Accounting & Financial Management**

This five day course is designed for those individuals who must use the financial statements of commercial enterprises in the performance of their duties and have not had a previous course in accounting. Individuals who have had a course in accounting but have not used this knowledge for a period of time would benefit from this course. This course begins with an introduction to financial accounting, the accounting process and accounting terminology, continues into preparing spreadsheets and formulating decisions based upon financial data and finishes with the unique accounting practices of selected industries, particularly construction and property management. This knowledge is then used in solving complex financial management problems and conducting sophisticated financial analyses. Students will be introduced to the unique accounting practices of selected industries, particularly construction and property management. A case study format will be utilized. This is a "roll-up your sleeves" course. By the end of this course students will be able to:

- Categorize the content of the basic financial statements.
- Explain basic financial accounting terminology.
- Implement the correct process for recording financial data and preparing financial statements.
- Recognize accounting issues unique to the construction and property management fields.
- Organize data to produce sophisticated financial analyses.

## **PVT 605 ■ 2 DAYS**

### **Military Culture: Learning the (Select Service or All Services) Way**

This seminar offers detailed practical advice on connecting with these specific customers. You will leave with new understanding of your Service customer and user-friendly reference material. The course material can be customized to a specific area or company requirements.

Topics covered include:

- Overview of privatization in the selected Service.
- The selected Service organization.
- Selected Service culture.
- Selected Service housing processes.

By the end of this course students will be able to:

- Identify the requirements of selected Service privatization.
- Recognize selected Service vocabulary and selected Service traditions.
- Illustrate the selected Service chain of command.
- Classify selected Service housing requirements.

*This course is designed for those private sector firms desiring better understanding of the selected Service housing market and those companies seeking to do business in the selected Service privatization market.*

## **PVT 606 ■ 4.5 DAYS**

### **Advanced Pro Formas**

This four and half day course is designed for Asset Managers who are ready to dive deep into the financial spreadsheets to see what makes them tick. Verify the accuracy of and evaluate a pro forma, then brief recommendations with confidence. Learn how to find what you want, get what you need and understand financial models built by someone else. This course will be an interactive, hands-on class about real estate pro formas. You have already developed a high-level understanding; this will give you the “in-the-weeds” skills to dissect a proposal, determine if the model works properly and assess the impact of proposed changes to the short-, mid- and long-term financial health of a project. By the end of this course students will be able to:

- Identify the financial concepts and excel formula spreadsheets, including the most commonly used formulas and functions of MS Excel and explore more complex formulas and functions.
- Understand the necessity of good spreadsheet design and learn a five step process to validate an Excel spreadsheet. Learn what it takes to verify that a pro forma is complete and accurate.
- Validate, understand and evaluate a pro forma showing change in project scope.
- Use analytical skills learned by “Briefing Leadership.”

*Completion of CDPM™ Level 1 and CDPM™ Level 2 or knowledge of MS Excel is recommended.*



**PLEASE NOTE:** This is not considered a “Focus Area” for certification purposes.

**GEN 703 ■ 2 DAYS**

## **Stress Management**

This seminar includes a video presentation, exercises, handouts and humor in an introduction to stress management tools. The presenter obtains a commitment from each participant to implement the enriching and oftentimes life-saving tools obtained in this training. By the end of this course students will be able to:

- Distinguish between different stress management techniques.
- Apply stress management tools and techniques on the job.

**GEN 704 ■ 2 DAYS**

## **Diversity—Individual, Cultural and Organizational**

Cultural diversity is a phrase synonymous with America. Every culture brings a unique contribution of views, customs and experiences. In today’s organizations, the ability to think creatively as a whole, is an important element in solving the problems necessary for an organization to grow. While cultural diversity has the potential for organizational chaos, it can also be a great tool in promoting organizational growth. This course turns misunderstanding into pride and enthusiasm by increasing cultural awareness and sensitivity. Body language, eye contact and common phrase usage are all discussed and analyzed for possible misunderstanding. By the end of this course students will be able to:

- Interpret our natural tendency toward diversity.
- Summarize cultural awareness and sensitivity techniques.
- Explain the importance of body language, common phrases and idioms.
- Extend cultural sensitivity techniques to the work place.
- Give examples the potential benefits diversity can bring to the work place.

## IREM Training

### Successful Site Management (RES201)

Learn the key components of residential management in this intensive week-long course designed to help those new to the industry see “the big picture.” Course participants gain the knowledge they need to successfully complete their Accredited Residential Manager® (ARM®) certification exam and manage profitable residential assets. More experienced participants working toward certification will also benefit from the opportunity to review those concepts used daily in their work and hone skills that can advance their career.

Course curriculum includes:

- Human resource management.
- Property accounting and budgeting.
- Legal issues and risk-management strategies.
- Onsite maintenance management.
- Professional ethics.

**THIS IS A FIVE DAY COURSE, WITH THE ARM CERTIFICATION EXAM OFFERED ON THE MORNING OF THE SIXTH DAY.**

## NAA Training

### NAA Certified Apartment Manager Course and Exam

NAA is a federation of 164 state and local affiliates, comprised of more than 30,000 multi-family housing companies representing more than five million apartment homes throughout the United States and Canada. The CAM course was developed by NAA to provide the hallmark training for onsite manager professionals. Reviewed and updated on an ongoing basis, these ten modules provide the foundation for strong, informed and professional onsite management. The CAM course includes the following modules:

- Fair Housing: Encompassing Fair Housing laws, families with children, people with disabilities, advertising and Fair Housing, Fair Housing complaints, management practices, government housing.
- Financial Management: Investments, adding value to the investments, mathematics review, financial statements, budgets and property valuation.
- Human Resource Management: Executive summary, employment law, employment practices, payroll administration, training and supervision, termination.
- Risk Management: Minimizing risks to residents, minimizing risks to staff, handling emergencies, liability and insurance.
- Legal Responsibilities and Government Relations: Equal employment, OSHA and hazardous materials, lease and evictions, vendor contracts.
- Property Maintenance for Managers: Building a team approach, the onsite manager’s role, exterior maintenance, interior maintenance, preventive maintenance, maintenance safety.
- Management for Residential Issues: Customer service, occupancy management, security, emergency management and resident relations.
- Marketing: Introduction to marketing, conducting marketing research, promotional marketing, onsite marketing and the marketing plan.
- Community Analysis: Review of elements required to complete the comprehensive market and management analysis, which must be submitted to complete the designation requirements.
- Adding Value with Technology: Technology today, technology hardware, software, the Internet, hi-tech options and training.

**THIS IS A SIX DAY COURSE WITH NO CLASSES HELD ON SATURDAY OR SUNDAY.**