



Site Teams –

What is Grace Hill?

Grace Hill is the leading provider of multifamily apartment housing industry online education. You can find them at www.gracehill.com . Cambridge has partnered with Grace Hill to provide online training to our employees. Each student must have a unique member account at Grace Hill in order for us to track individual performance. See the instruction sheet attached to get started. For questions or technical support please contact the Grace Hill Help Desk at 866.472.4455

How does the program work?

- ✓ All site staff must complete a minimum of 8 classes per year and 2 classes per quarter.
- ✓ All site staff must complete Fair Housing I and II and Preventing Sexual Harassment each year.
- ✓ Each site employee has the freedom to select 5 additional classes from the course list included with this letter based on their own individual interests.
- ✓ You are no longer required to send course certifications to the Site Employee Resource Center. Class completions are tracked electronically.

What courses can I choose from?

Please see the attached course list that outlines the required courses and offered electives.

When should I take the classes?

You need to take a minimum of 2 classes per calendar quarter or 8 classes per calendar year.

Grace Hill: Course List

Minimum 2 classes per quarter and 8 classes per year

Required Courses (annually):

- **Fair Housing I**
- **Fair Housing II**
- **Fair Housing for Maintenance**
(maintenance personnel can substitute this class to meet their Fair Housing requirement)
- **Preventing Sexual Harassment**

Completing at least 2
Grace Hill courses per
quarter is required

Required Additional Coursework: Choose a minimum of 5 additional courses from the list below-

- *The Impact of Maintenance on Retention*
- *Preventative Maintenance*
- *Maintenance for Office Staff*
- *Mold Awareness*
- *Advanced Leasing: Secrets of Leasing Leaders*
- *Conflict Resolution*
- *Curb Appeal*
- *Dealing with Difficult People*
- *Time Management*
- *Customer Service as a Competitive Advantage*
- *Internet Leasing*
- *Leasing for a Living*
- *Property Management Financials*
- *Traffic Generation*
- *Essential Skills for the New Supervisor*
- *Employee Coaching*
- *Follow-Up Techniques*
- *Help Wanted! How to Hire, Retain & Inspire Quality Team Members*
- *Resident Retention for Today's Savvy Customers*
- *Performance Management*
- *Advanced Telephone Techniques*
- *Business Etiquette*
- *Customer Relationship Management*
- *Drug-Free Workplace*
- *Leadership: Profiles in Multifamily Housing*
- *Marketing Principles for Multifamily Housing*
- *Preparing a Perfect Market Ready Apartment*
- *Workplace Diversity*
- *Introduction to Social Media*
- *Stress Management*
- *Creative Marketing Promotions*
- *Employee Motivation*
- *Workplace Harassment*

New Class Available to You This Year!

- *Business Writing: Grammar Works*



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Online Training Instructions

Step 1 – Establish Membership: Each student must have a unique membership account at Grace Hill in order for us to track individual performance. If you have not yet signed up for your membership please follow the directions below:

- Go to <http://www.gracehill.com>.
- Click **Log In** located at the top right of your screen.
- Complete the registration form using your property name, community address and community phone number.
- During this process, you will choose a personal **User ID** and **Password**. You will need your User ID and Password each time you log into Grace Hill.
- Click **Continue** and the system will ask you to verify your information. If this information is correct, continue on to the Grace Hill home page.
- You have now established your membership. For all future visits, simply log in with your chosen User ID and Password.

Step 2 – Access Learning Center:

- Once you are logged into the Grace Hill website, choose **Begin Training** from the menu bar on the right side of your screen.
- Enter your company Training Code, which is **Cambridge503** then click **Continue**
- Click the **Start** button next to the course title you wish to take
- Choose your **Community** and **Job Position** from the dropdown menus, and then click **Continue**.
- You may pause your training at any time by clicking the **Exit** button at the bottom right corner of your screen. Your progress will automatically be recorded when you exit the program this way. If you close the screen without clicking **Exit** your progress will not be recorded correctly.

Course Materials:

- All Course Workbooks and other downloadable resources from within any Grace Hill course are archived here. Simply choose the appropriate course title from the dropdown menu, and then click on the title of the document you would like to print or download.

✂ Tape Me To Your Computer!

My Training Code is: Cambridge503



Grace Hill Help Desk

Call Toll Free 866-GRACEHILL (866-472-2344) or
click "**Help**" on the menu bar at
www.gracehill.com



Course Descriptions

Advanced Leasing: Secrets of Leasing Leaders

Recommended for All Onsite Management & Leasing Team Members; "Leasing for a Living" Suggested Prerequisite

- Learn the five qualities common to all Leasing Leaders and how to develop them
- Anticipate, uncover and overcome any objection a prospective resident may raise
- Recognize prospective residents' buying signals
- Learn our four-step approach to closing
- Watch and listen to powerful follow-up techniques in action
- 2 hours

Advanced Telephone Techniques

Recommended for All Onsite Management & Leasing Team Members; "Leasing for a Living" Suggested Prerequisite

- Discover how to set yourself apart from the competition with phenomenal phone skills
- Improve your call to visit conversion ratio and heighten your chances of closing the sale
- Explore proper etiquette for every phone interaction, including challenging callers
- Exceed your residents' expectations with your extraordinary service
- 2 hours

Business Etiquette

Recommended for All Onsite Management, Leasing, & Corporate Team Members - Some companies use with Maintenance teams

- Convey competency and professionalism through your clothing, grooming, and body language
- Determine when it is and is not appropriate to use email, instant messaging, and social networking
- Master the rules of grammar and style in your business correspondence
- Act with consideration and respect in the workplace, even in challenging circumstances
- Enhance your career through successful networking
- 1 hour

Conflict Resolution

Recommended for All Onsite Team Members – Management, Leasing, & Maintenance

- Learn four ways to respond to any conflict, and when to use each approach
- Improve your listening skills to better understand and assist your customers
- Clarify your own communications to avoid confusion and conflict
- Learn how to work with a co-worker to solve a disagreement together
- Discover when to get involved in a conflict between two or more associates whom you supervise
- 2 hours

Creative Marketing Promotions

Recommended for All Management & Leasing Team Members, and all who wish to learn more about this topic

- Learn how to draw positive attention to your apartment community with creative promotional activities
- Discover which types of marketing activities qualify as promotions
- Understand the work required before kicking off a promotional marketing campaign
- Learn how to develop creative marketing promotions that stand apart from the competition
- 1 hour

Curb Appeal

Recommended for All Onsite Team Members – Management, Leasing, & Maintenance

- Master the best way to use banners, signs, flags, and other tools for capturing drive-by attention
- Present a Leasing Center that appeals to your prospective residents' five senses
- Make your models and mini-models work hard for your leasing team
- Discover the role that every team member plays in creating and maintaining pleasing curb appeal
- 1 hour

Customer Relationship Management

Recommended for All Onsite Team Members – Management, Leasing, & Maintenance

- Learn why it is so important to personalize your service based on your customer's preferences
- Uncover the tools and approaches required to undertake CRM at your community
- Discover the dramatic impact of customer loyalty on your community's success
- Learn how Fair Housing considerations affect attempts to personalize customer service
- 2 hours

Customer Service as a Competitive Advantage (also available in Spanish)

Recommended for All Onsite Team Members – Management, Leasing, & Maintenance

- Review methods to meet or exceed customer expectations
- Improve your communication skills to increase resident retention
- Diffuse and satisfy your difficult customers with winning techniques
- Discover many ways to customize service for prospects and residents
- 3 hours

Dealing with Difficult People

Recommended for All Onsite Team Members – Management, Leasing, & Maintenance

- Learn a six-step process for resolving conflict with residents and prospective residents
- Practice what to say when addressing conflict with a colleague
- Use sincere and specific praise in order to encourage the performance you want from your co-workers
- Study the complexities of blame and credit in the workplace, and how to build alliances instead of enemies
- 1 hour

Drug-Free Workplace (also available in Spanish)

Recommended for All Team Members – Corporate Personnel, Management, Leasing, & Maintenance

- Learn the impact of substance abuse in the workplace
- Discover how to differentiate among the types of behaviors caused by substance abuse
- Recognize behaviors that reduce the risk of drugs in the workplace
- Discover how to respond if co-workers display symptoms of substance abuse
- Learn about the circumstances that warrant drug testing, and the different outcomes of drug testing or refusing to submit for drug testing
- 1 hour

Employee Coaching

Recommended for All Team Members Who Supervise Others or Aspire To Do So – Regional Managers, Managers, Maintenance Supervisors, Assistant Managers, Leasing Consultants & Maintenance Technicians

- Identify performance barriers and guide employees to overcome these hurdles
- Learn when and when not to coach
- Discover tried-and-true coaching techniques and tips, illustrated with clear examples
- Practice specific techniques to build your employees' self-confidence so they can take successful action
- 1 hour

Employee Motivation

Your team's success does not rely on knowledge and skills alone. Employee motivation is an integral piece of the puzzle. Motivated employees are more likely to work harder, deliver better results, and find more satisfaction in their jobs.

- Learn the difference between extrinsic and intrinsic motivation, and the impact of personality on an individual's motivation
- Be introduced to common motivational theories, including the Hierarchy of Needs, Motivation-Hygiene Theory, Reinforcement Theory, and Expectancy Theory
- Discover how to encourage growth for each team member
- 1 hour

Essential Skills for the New Supervisor

Recommended for All Team Members Who Supervise Others or Aspire To Do So – Regional Managers, Managers, Maintenance Supervisors, Assistant Managers, Leasing Consultants & Maintenance Technicians

- Make the move into your new role smoothly and successfully
- Earn and maintain trust, credibility and respect from those you supervise
- Set appropriate boundaries to create productive work relationships
- Motivate, reward, and recognize your associates to keep workplace morale high
- Learn from video examples of supervisors in action
- 1 hour

Fair Housing (also available in Spanish)

Recommended for All Office Team Members

- Learn the Federal Fair Housing laws, guidelines, and their application to our industry
- Discover how to define and identify discrimination
- Learn how to comply with Fair Housing laws through illustrative case studies
- Master documentation and compliance strategies
- 3 hours

Fair Housing for Maintenance (also available in Spanish)

Recommended for All Maintenance Team Members

- Learn the definition of the seven protected classes under the Federal Fair Housing laws
- Discover the specific forms of discrimination prohibited by the laws
- Manage service requests fairly and consistently to avoid discrimination complaints
- Discover what types of accommodations and modifications must be made to allow a handicapped person to fully enjoy their rental home
- Apply the Federal Fair Housing laws to the everyday responsibilities performed by maintenance associates
- Demonstrate your compliance with Federal Fair Housing laws through consistent, systematic recordkeeping
- 1 hour

Fair Housing II

Recommended for All Onsite Team Members – Management, Leasing, & Maintenance, “Fair Housing” Required Prerequisite

- Take a look at life after the terrorist attacks of 9/11 and see how that has impacted multifamily applicant screening, policies and procedures
- Explore owners’/managers’ responsibilities surrounding reasonable accommodation and reasonable modification for people with disabilities
- Examine real Fair Housing cases and their outcomes
- 2 hours

Follow-Up Techniques

Recommended for All Management & Leasing Team Members

- Learn why follow-up is beneficial, and how to overcome obstacles
- Discover proven methods of effective follow-up
- Apply the techniques learned in this course in interactive case studies
- Learn how to create compelling and creative follow-up communication
- 1 hour

Help Wanted! How to Hire, Keep & Inspire Quality Staff Members

Recommended for All Team Members Who Supervise Others or Aspire To Do So – Regional Managers, Managers, Maintenance Supervisors, Assistant Managers, Leasing Consultants & Maintenance Technicians

- Authored by multifamily educator Deb Bronson-McGrath
- Learn strategies to recruit winning team members
- Discover what the real cost of employee turnover is, and how to calculate it
- Recognize quality candidates, then screen and interview effectively
- Inspire and retain your valued associates through excellent management skills
- 3 hours

Internet Leasing

Recommended for All Management & Leasing Team Members

- Learn how to manage your online advertising presence
- Deliver a virtual tour of your community via the computer
- Uncover successful strategies for responding to Internet leads via email and telephone
- Prepare yourself to close an Internet lead sight unseen
- 1 hour

Introduction to Social Media

Recommended for All Management & Leasing Team Members, and all who wish to learn more about this topic

- Understand what social media is and learn about the most relevant types
- Learn how social media impacts the business world and the multifamily housing industry
- Discover how to engage current residents, reach prospective residents, and manage your reputation through the use of social media
- Learn best practices for using social media effectively and professionally
- 1 hour

Leadership: Profiles in Multifamily Housing

Recommended for All Team Members Who Supervise Others or Aspire To Do So – Regional Managers, Managers, Maintenance Supervisors, Assistant Managers, Leasing Consultants & Maintenance Technicians

- Learn the attributes and actions common to effective leaders
- See examples of effective leadership in action with multifamily workplace specific scenarios
- Meet five superb leaders working in the industry today
- Create your own customized Leadership Action Plan
- 1 hour

Leasing for a Living

Recommended for All Management & Leasing Team Members

- Learn telephone and email inquiry techniques that lead to closed leases
- Greet, qualify and tour prospective residents like a professional
- Take the fear out of asking for the deposit
- Discover expert follow-up tips that encourage prospects to select your community
- Review critical safety and fair housing issues
- 3 hours

Leasing for a Living Series: Six 30-Minute Modules Designed for Targeted Training

Recommended for All Management & Leasing Team Members who wish to fine-tune their skills in one or more specific aspects of the leasing process; "Leasing for a Living" Suggested Prerequisite

- Each section of our comprehensive Leasing for a Living course is delivered as a stand-alone module
- Course titles include *Introduction to Leasing*, *Telephone Techniques*, *Responding to Email Inquiries*, *Greeting & Qualifying*, *Touring the Community*, and *Closing & Follow-Up*
- Courses include quiz, interactive exercises, and final exam
- Allows experienced personnel to easily and quickly polish their skills as needed
- Each title in this series is approximately 30 minutes

Maintenance for Office Staff

Recommended for All Management & Leasing Team Members

- Reduce disagreement and tension between the office staff and the maintenance team
- Learn how to effectively document a service request to avoid unnecessary confusion and save the maintenance team time
- Why conducting regular staff meetings can improve communication among personnel
- Teach your associates to see "the big picture" of managing the community as a whole
- Discover simple strategies for supporting the maintenance team
- 1 hour

Marketing Principles for Multifamily Housing

Recommended for All Leasing & Management Team Members, and all who wish to learn more about this topic

- Make smart decisions about the 4 P's in order to appeal to your specific target market
- Learn how to conduct meaningful market research
- Prepare and maintain a comprehensive Market Survey
- Learn to prepare a Marketing Plan and employ it to reach your goals
- Use our comprehensive sample marketing tools to improve your own performance
- 2 hours

Mold Awareness (also available in Spanish)

Recommended for All Onsite Team Members – Management, Leasing, & Maintenance

- Learn what mold is, why it grows, and why it matters to multifamily operators
- Discover the believed health effects of mold
- Learn how to detect, reduce and prevent mold using a Mold Response Plan
- Communicate with your residents regarding mold
- 1 hour

Performance Management

Recommended for All Team Members Who Supervise Others or Aspire To Do So – Regional Managers, Managers, Maintenance Supervisors, Assistant Managers, Leasing Consultants & Maintenance Technicians

- How to use job descriptions, competencies, and key behaviors to help associates understand their roles and responsibilities
- How to set clear goals and use them to guide performance
- Guidelines for providing effective, ongoing feedback to improve job performance
- How to prepare for and conduct a successful performance review
- 1 hour

Preparing a Perfect Market Ready Apartment (also available in Spanish)

Recommended for All Onsite Team Members – Management, Leasing & Maintenance

- Learn to prepare market ready apartment homes that will delight your prospective and new residents
- Discover how the condition of your make ready apartments impacts the marketability and revenue of your community
- Learn how to overcome obstacles and work more efficiently
- Includes a step-by-step process for preparing market ready apartments
- 2 hours

Preventative Maintenance (also available in Spanish)

Recommended for All Team Members including Management, Leasing, Maintenance & Corporate Personnel

- Discover the many benefits to performing preventative maintenance, including extending the useful life of an item, cost savings and enhanced customer satisfaction
- Learn the specific steps to take in order to extend the useful life of your community's many components
- Take a virtual tour of an apartment community led by an experienced Maintenance Supervisor
- Make preventative maintenance tasks realistic and achievable using a customizable 52 Week Plan
- 1 hour

Preventing Sexual Harassment (also available in Spanish)

Recommended for All Team Onsite Members – Management, Leasing & Maintenance

- Identify sexual harassment behaviors in the workplace
- Learn the responsibilities of employees and employers involving sexual harassment
- Discover the consequences of sexual harassment
- Keep your workplace free from sexual harassment using the strategies and skills conveyed here
- 2 hour

Property Management Financials

Recommended for All Team Members with Financial Responsibilities – Regional Managers, Managers, Maintenance Supervisors, Assistant Managers, Leasing Consultants & Maintenance Technicians

- Learn how to earn a favorable return on investment, or ROI in multifamily real estate management
- Study the two most useful tools for understanding the financial goals for your community: the Budget and the Income Statement
- Discover how to impact a community's value by maximizing income and controlling expenses
- Practice using key indicators on your Income Statement to help monitor community fiscal fitness
- 2 hours

Resident Retention for Today's Savvy Customers

Recommended for All Team Members – Corporate Personnel, Management, Leasing, & Maintenance

- Co-authored by retention expert Mindy Williams
- Calculate the cost of resident turnover
- Uncover the most common concerns of residents nationwide and how to address them
- Assess your current retention program and enhance it
- Manage your lease expirations so you aren't hit with excessive turnover at any one time
- 3 hours

Stress Management

There's no escaping it: everyone experiences stress. This course will teach you how to manage stress in your daily life as well as handle the extra stress caused by major life events. The lessons in this course will apply to your work environment and to your personal life.

- Learn how to recognize the signs and symptoms of stress
- Discover how stress impacts mental, physical, and emotional wellbeing
- Learn to build a positive, low-stress lifestyle
- Use the Triple A method to consciously manage daily stress
- Create a Stress Management Plan to help you through a major stress event
- 3 hours

Time Management

Recommended for All Team Members – Corporate Personnel, Management, Leasing, & Maintenance

- Learn how to use long term goals as a benchmark against which all short term tasks are judged
- Practice prioritizing work appropriately so the most important tasks get completed
- Estimate how much time is needed for each task, and use that in your daily planning
- Eliminate top time-wasters from your day
- 1 hour

Traffic Generation

Recommended for All Onsite Management & Leasing Team Members

- Learn valuable property management math formulas via interactive exercises, including occupancy, closing ratios, and annual and monthly turnover ratios
- Create your own customized traffic plan
- Discover the difference between "qualified" and "unqualified" traffic
- Boost your traffic via resident referrals, marketing outreach, Locator cooperation, and planned on-site events
- 1 hour

Workplace Diversity (also available in Spanish)

Recommended for All Team Members – Corporate Personnel, Management, Leasing, & Maintenance

- Learn the definition, legal foundation, and benefits of workplace diversity
- Discover why open, inclusive communication is so important and practice the tools for achieving it
- Learn how to recognize and suspend stereotypes
- Understand how miscommunications occur in the workplace, and learn how to recover from them
- 1 hour

Workplace Harassment

Workplace harassment is not just about sex and gender. It can also involve race, age, disabilities, and other protected characteristics. Harassment can occur in any workforce, in any job situation, and at any level. This course will help you become more aware of and responsive to harassment situations.

- Learn how to identify harassment and discrimination
- Explore the differences between discrimination, harassment, and sexual harassment
- Learn how to promote respectful behavior among your coworkers
- 1 hour

Learning Games

Recommended for All Team Members – Corporate Personnel, Management, Leasing, & Maintenance

- Numerous Learning Games available in familiar game show formats, reminiscent of Jeopardy, Wheel of Fortune, and Who Wants to Be a Millionaire
- Multiple topics from Property Manager Billionaire to Wheel of Maintenance Safety
- A fun and memorable way to reinforce knowledge
- Motivate your competitive associates by running a contest based on their Learning Game scores

Quick Quizzes

Recommended for All Team Members – Corporate Personnel, Management, Leasing, & Maintenance

- Multiple topics from Comprehensive Maintenance to Fair Housing
- Test the knowledge of your Leasing, Maintenance & Management employment candidates
- Fine tune your associates' knowledge & skills
- Motivate your team by running a contest based on their quiz scores