



## Staffing and Employee Relations

### Summary

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### Summary

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- ❖ A foremost challenge to the property manager is recruiting, selecting, and training qualified personnel to carry out the manager's policies and actually provide the management service.
- ❖ In planning personnel needs, the property manager should establish job description for the key position within the firm.
- ❖ Each description should be a statement of overall responsibilities and specific duties pertaining to the job.
- ❖ The number of job description needed and the extensiveness of each is determined by the size and complexity of the management organization.



## Summary

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- ❖ More detailed job specifications also should be prepared to outline the personal characteristics and qualifications of each job. Such specifications will be very helpful in selecting, placing, and training employees.
- ❖ Once each job is specified, the next step is to recruit applicants. There are several sources for employees:
  - (1) promotion within the organization
  - (2) classified advertising
  - (3) employment agencies
  - (4) referrals from friends, business associates, and existing employees
- ❖ Mistakes in hiring can be reduced if a systematic selection procedure is used such as:
  - (1) using an employment application form
  - (2) conduct a personal interview with the applicant
  - (3) check the applicant's employment history and personal references
  - (4) may ask the applicant to take employment tests



## Summary

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- ❖ The personnel function does not stop with hiring.
- ❖ New employees should not be left to themselves but should be given a formal orientation.
- ❖ An employee policy manual is helpful in introducing a new worker to the job and to the work environment.
- ❖ The property manager also must focus attention on satisfying existing employees so that long-term business relationships will be formed.
- ❖ To this end, the manager should see that employees receive both monetary rewards, and psychological rewards.