



Certification Guide for the Certified Manager of Property Operations (CMPO)

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630 Eye Street, NW
Washington, DC 20001



CERTIFIED MANAGER OF PROPERTY OPERATIONS CERTIFICATION GUIDE

This guide reflects the current policies and practices as of March 2012. All policies and procedures are subject to change. If you require additional information, please visit the NAHRO website at www.nahro.org/npds or contact the NAHRO Professional Development staff.

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TABLE OF CONTENTS

Chapter	Page
I. Welcome	5
II. Overview	
• Background	6
• Credentialing/Certification	7
• CMPO Credential Program	8
• CMPO Assessment Board Members	8
• Description, Eligibility and Requirements	9
• Recertification or Maintenance Requirements	11
III. Registration for the CMPO Certification Examination	
• Important Points for Registration	12
• Completing Your Registration Form	12
• Payment – If Online	13
• Payment – If By Fax or Mail	13
• Test Dates	13
• Registration Fees	14
• Retake Fees	14
• Special Arrangements for Disabled/Handicapped Candidates	14
• Cancellation	14
IV. NAHRO Code of Professional Conduct	15
V. Taking the Examination	
• Admission to the Test Location	17
• At the Test Location	17
VI. Examination Results	
• Required Passing Score	19
• Scoring and Results Letter	19
• Verification of Test Scores and Analysis	19
• Cancellation of Scores	19
• If You Retake the Examination	20
• Appeals	21
• If You Have a Concern	21



CERTIFIED MANAGER OF PROPERTY OPERATIONS CERTIFICATION GUIDE

Chapter	Page
VII. General Test/Exam Taking Information	
• Suggestions to Help You Prepare for the Examination	22
• Suggestions to Help You Do Your Best When Taking the Examination	24
VIII. Knowledge, Skills and Abilities: Question Areas by Category	
• Job Analysis Summary	27
• Job Analysis Questionnaire	28
IX. Additional Resources	33



CERTIFIED MANAGER OF PROPERTY OPERATIONS CERTIFICATION GUIDE

Chapter I Welcome

Welcome!

The National Association of Housing and Redevelopment Officials (NAHRO) established the Certified Manager of Property Operations (CMPO) in March 2012. The CMPO is part of the NAHRO Professional Development System (NPDS), which is a portfolio of various seminars and workshops, as well as 12 certifications for the Affordable Housing and Community Development Industry. There are four categories of certification including: Commissioner, Specialist, Operations Manager, and Management Executive.

This Guide is designed to provide candidates with information about CMPO requirements, to help candidates determine their course of study and preparation for the examination, to provide examination information procedures, and to provide practice sample questions.

All certification candidates may access this complimentary copy of the CMPO Certification Guide on the NAHRO website at www.NAHRO.org under the certification Tab.

Thank you for choosing to advance your professional development and add value to your organization through the NPDS Certification Program.

Chapter II Overview

Background

The National Association of Housing and Redevelopment Officials (NAHRO), established in 1933, is the professional membership organization representing housing and community development agencies, policy-makers and practitioners throughout the United States.

NAHRO members administer policies and programs primarily originating from Legislation of the United States Congress and administered by the Housing and Urban Development (HUD). The NAHRO Mission promotes both professional development and advocacy for housing and redevelopment programs in local communities. NAHRO informs, educates and assists its members in understanding and implementing HUD directives and initiatives. In addition to compliance issues, NAHRO programs seek to facilitate the ethical, efficient, and effective administration and delivery of programs and resources at the local level.

The overall NAHRO mission, and that of its members, is to create affordable housing and safe communities that enhance the quality of life for all citizens, primarily those with low and moderate incomes.

NAHRO was created by an affiliation of local officials with a common concern for the nation's housing. Their actions resulted in the U.S. Housing Act of 1937, which was the first legislation that committed the federal government to assist communities with building low- and moderate-income housing and to redevelop declining areas.

Since that time, NAHRO has continually taken an active role in developing key housing and community development legislation including the Housing Act of 1949, and the Quality Housing and Work Responsibility Act of 1998.

NAHRO members are professional managers and administrators of Federal and state housing programs and other financial methods to improve the availability of affordable housing and healthy communities. As a result, they have specialized knowledge and skills in technical and qualitative aspects of general business and government programs.

Credentialing/Certification

The purposes of credentialing/certification are to recognize capabilities, provide uniform professional attainment qualifications, and offer continuing education seminars to improve the level of performance for practitioners.

NAHRO has always promoted professional development and credentialing and continues to expand professional development programs for the industry. In 2003, NAHRO's Board of Governors passed a resolution to initiate, develop, and implement the NPDS certification and credentialing program. The resolution identified four categories of certification and credentialing.

- Certified Specialist
- Certified Operations Manager
- Certified Management Executive
- Commissioner Certification

For all of NAHRO's categories, individual credentialing currently serves as a voluntary designation that represents professional recognition to employers, housing service providers, colleagues and staff, product and service vendors, and the general public.

The use of NAHRO designation and initials on business cards, letterhead, stationery, office plaques, and lapel pins represents an individual's professional achievement.

Attainment of a credential/certification acknowledges expertise, improves career opportunities, serves as support and documentation for employment promotion and compensation, increases proficiencies through preparation and study, affords continuing education and training, provides a certificate of accomplishment in the field (which is similar to a diploma), and enhances personal and professional self-esteem.

CMPO Credential Program

NAHRO's Certified Manager of Property Operations is a major extension of an important purpose of the association: to develop and maintain the highest standards of professional performance for those engaged in housing and community development programs. The CMPO establishes national criteria and sets standards for those individuals who are conducting property and asset management responsibilities at their agencies, or those who wish to aspire to those positions.

The NAHRO Professional Development System's CMPO Certification Credential is designed to assess a candidate's knowledge, skills, and abilities to serve in the capacity of property manager of local housing and community development organizations. A candidate must receive a passing score on the CMPO certification examination, and meet the other requirements in order to attain the CMPO. It is achieved through classroom seminars, internet based courses, examination, as well as experience in the affordable housing and community development environment.

The Board of Ethics and Credentialing Trustees (BECT) is NAHRO's certifying body and is responsible for the governance of all certifications, including the policies and practices related to certification. The Board is composed of industry practitioners and commissioners who are recognized by the public and their peers for proven service to the profession.

The Operations Manager Assessment Board is responsible for conducting job analysis, item development and review, and areas related to scores. The CMPO Assessment Board is composed of six NAHRO professionals/practitioners who are recognized leaders in the industry.

CMPO Assessment Board Members:

- Ms. Kathleen Marcum (Co-chair of the CMPO Assessment Board), CMPO, PHM, Chief Financial Officer at the Housing Commission of Anne Arundel County in Glen Burnie, MD and Trustee on the BECT.
- Mr. Eugene Rudder, (Co-chair of the CMPO Assessment Board), CMPO, Special Assistant to the Executive Director at the Wilmington Housing Authority in Wilmington, DE.

- Mr. Andrew Lofton, CMPO, Deputy Director of the Seattle Housing Authority in Seattle, WA.
- Mr. Stephen Merritt, CMPO, PHM, and Executive Director of the Norwood Housing Authority in Norwood, MA.
- Mr. Douglas Rise, CMPO, PHM, Executive Director of the Bay City Housing Commission and Trustee on the BECT.
- Mr. Daniel Trozzi, CMPO, Consultant, Sonoma County Community Development, Phoenix, AZ and Trustee on the BECT.

NAHRO Professional Development Staff administers the program. Dr. Gerald A. Rosen, psychometrician, has been retained to assist with the continual review and maintenance of the CMPO Certification Examination.

Description, Eligibility and Requirements

The CMPO Certification Examination consists of **50** multiple-choice questions. Any person submitting a complete registration and fee is eligible to take the CMPO Examination. However, obtaining the CMPO Credential requires additional elements (see chart on following page). Membership in NAHRO is not required. Examinations are scheduled on a regular basis throughout the United States. Please note that the CMPO is evolving and requirements may change.

CMPO Requirements

Less than Seven Years Experience in the Housing and Redevelopment Industry	More than Seven Years Experience in the Housing and Redevelopment Industry
<p>1. Completion of the Following:</p> <ul style="list-style-type: none"> ● High Performance Management: Creating a Positive Operation Management Environment for Optimum Productivity Seminar + Self Assessment ● Property Management Essentials + Proficiency Test OR Public Housing Manager Seminar + Certification Exam ● Managing Maintenance Seminar + Exam <p>And One of the Following:</p> <ul style="list-style-type: none"> ● Public Housing Eligibility, Income and Rent Calculation Seminar ● Section 3 and Labor Standards Seminar ● UPCS Seminar + Certification Exam ● Procurement and Contract Management Seminar ● Introduction to Mixed Finance Development for PHAs ● Beyond the Basic: Mixed Finance Development for PHAs 	<p>1. Seven or More Years of Experience in Housing and Redevelopment</p>
<p>2. Ethics for the Operations Manager</p>	<p>2. Ethics for the Operations Manager</p>
<p>3. Passing Grade on the Final Comprehensive Examination</p>	<p>3. Passing Grade on the Final Comprehensive Examination</p>
<p>4. Completion of Application</p>	<p>4. Completion of Application</p>

NAHRO's CMPO was developed to:

- Objectively measure the important **knowledge, skills, and abilities** required of a competent and effective property manager.
- Foster uniform standards for measuring such knowledge, skills, and abilities. The breadth and depth of coverage and the passing scores for the Examination are set at levels to ensure that candidates possess at least the minimum degree of knowledge, skills, and abilities necessary to perform property manager responsibilities, including supervising staff, and to adhere to the highest standards of professional ethical conduct.

Recertification or Maintenance Requirements

All NAHRO Certifications require a recertification or maintenance component. Please check the NAHRO website for the most up-to-date information related to recertification.

NAHRO requires individuals to fulfill recertification activities/education for a multitude of reasons. Recertification is necessary, since rules and requirements in the housing and redevelopment industry can change. It is necessary for all individuals to refresh their knowledge.

NPDS was developed to encourage continuing professional development and to promote learning of all individuals in the housing and redevelopment industry. Recertification embraces the goal of having individuals develop as a professional.

NAHRO will notify certificants, alerting them to the number of CEUs necessary for recertification.

**Chapter III
Registration for the CMPO Certification Examination**

Important Points for Registration

1. Register as early as possible.
2. Register carefully. Use the registration form provided by NAHRO. This form must be completed accurately and neatly to facilitate rapid and efficient processing. If hand written, please block print the candidate name.
3. Register fully. Check to be certain that your registration form is complete.
4. Enclose the correct payment. Please enclose payment for the full cost. NAHRO also accepts credit card payments. Do not send cash. Fees are stated in the registration materials. Please note that full payment is required before the examination result is released.
5. Keep this Guide. It contains information you may need after registering. Carefully read this Guide, all forms, NAHRO website information, and communication sent to you. If you correspond with us, please be sure to give your name and all other identifying information as entered on your registration form.

Completing Your Registration Form

It is very important that your registration form be completed carefully and accurately. The information you provide on this form will be used to communicate with you. You may complete your registration form online at www.NAHRO.org under the Professional Development section. You may also download a registration form from the website. Please read the following instructions before completing your registration form.

- Print your name, title, organization and address. Make sure you have included your NAHRO identification number, if you know it.
- Print your e-mail address clearly.

- Print clearly the event for which you are registering. The exam fees are listed on the web site <http://www.nahro.org/proficiency-and-certification-exams> or call NAHRO at 877.866.2476 for additional information.
- If special services are required, include a description with the registration and indicate the nature of your request.

Payment - If On-line

Simply click on the certification examination of your choice, select the register online option, and complete the information required. Please note that only credit card payment will be accepted for online registration.

Payment – If By Fax or Mail

Check, money order, or credit card information for the fee should be made payable to The National Association of Housing and Redevelopment Officials (NAHRO). Do not send cash. Mail or Fax credit card information for the fee and the registration form to:

NAHRO Professional Development
National Association of Housing and Redevelopment Officials
P.O. Box 90487
Washington, D.C. 20090

If you use a credit card, include this information on your registration form and fax to NAHRO at 202.289.8181.

Test Dates

The CMPO Examination will be given at the test locations on the dates posted on the NAHRO web site, <http://www.nahro.org/proficiency-and-certification-exams> or in our promotional materials.

Registration Fees

All appropriate fees for the examination must accompany the registration form.

Retake Fees

If you fail to achieve a passing score on the examination, you may retake the examination.

Special Arrangements for Disabled/Handicapped Candidates

If you have a visual, sensory, or orthopedic handicap that would prevent you from taking the CMPO Examination under standard conditions, you may request special accommodation. NAHRO will honor all reasonable accommodations at no extra charge to the registrant. Any request for translation services will be honored. However, the cost of these services will be the responsibility of the registrant.

Submit your request in writing, specifying the conditions you need, when you send your registration form to NAHRO (there is a space provided on the form for this information). After your registration form and test fees are received, NAHRO will contact you confirming the arrangements, including the date, time, and location for the special test administration, if required.

Cancellation

Written notice of cancellation is required and must be received prior to the examination. If your cancellation is received at least 20 business days prior to the start of the course, NAHRO will credit the full fee amount toward another exam, which you must attend/take within one year of your cancellation to avoid forfeiting the fee, or provide you with a full refund (at your option). In the event that you cancel without at least 20 business days notice and do not wish to have your fee credited towards another exam (under the terms specified above), a \$75 cancellation fee will be retained from your registration fee to cover administration costs.

**Chapter IV
NAHRO Code of Professional Conduct**

The purpose of the National Association of Housing and Redevelopment Officials is:

- To be the leading housing and community development advocate for the provision of adequate and affordable housing and strong viable communities for all Americans, particularly those with low and moderate incomes;
- To strengthen the capacities of member agencies; and
- To develop and deliver the highest quality products and services for housing and community development practitioners.

Each NAHRO individual associate, allied individual member and those formally certified through one of NAHRO's certification programs will adhere to the NAHRO Code of Professional Conduct that supports this purpose and pledges to:

- Promote the public interest through the advocacy for responsible administration of housing and community development programs.
- Perform work responsibilities with the highest degree of integrity and professionalism in order to merit the respect of the beneficiaries of programs, elected officials and the general public.
- Exercise diligence, objectivity and honesty in executing professional responsibilities.
- Avoid any activities which conflict with official duties and not accept directly or indirectly any fee, rebate commission, discount, gratuity or other benefit whether monetary or otherwise for the professional discharge of duties except an authorized established salary, expenses and other benefits.
- Serve the public with dedication, concern, courtesy and responsiveness.
- Continually strive for professional excellence personally and encourage and support associates in their professional development efforts.

- Avoid misuse or misrepresentation of any of NAHRO's comprehensive certifications.
- Promote and encourage the highest level of ethics within the industry.
- Immediately report known violations of this Code of Professional Conduct to the Executive Director of NAHRO.

This Code of Professional Conduct has been adopted to promote and maintain the highest standards of professional conduct. Adherence to this Code is required for continued NAHRO associate status and/or retention of any comprehensive credential achieved through NAHRO's professional development program.

Chapter V Taking the Examination

Admission to the Test Location

To be admitted to the test location, a participant must have some form of photo identification bearing his/her signature and a recent photograph. Examples of acceptable forms of identification include a driver's license, employee ID card, or passport. Social Security card, draft card, library card, credit card, etc. are not acceptable. The exam proctor will check identification for each participant.

A participant will be admitted to the test location only if his/her name is on the examination attendance roster/sign-in sheet. Space and materials permitting, NAHRO will allow an individual to register on-site for the examination. Examination results will not be released until full payment of the fee is made to NAHRO.

At the Test Location

The following procedures are observed at every test location:

- The examination will be administered only on the day and at the time scheduled. Please be prompt. Participants will not be admitted to a testing room after the session has begun.
- Candidates should have several sharpened No. 2 (medium-soft) pencils with erasers to mark answers. A pencil sharpener is permitted, and mechanical pencils are acceptable. Pencils with extremely soft lead, colored pencils, or pens may not be used.
- You have two (2) hours in which to complete the examination. The proctor will indicate time remaining at the 30-, 15-, and 10-minute milestones during the exam session. You will not be permitted to continue the examination beyond the established time limits.
- Items such as books, dictionaries, notes or papers of any kind may not be referenced during the exam. A quiet calculator is permissible, if applicable. Electronics such as cell phones, iPads, laptop computers, or other types of

electronic devices are not permitted to be used during the exam. Cell phones, Blackberries, smart phones, etc. must be turned off and not in plain sight.

- Visitors are not permitted to enter the testing room.

- Scratch work may be done in the exam booklet. Scratch paper is not permitted in the exam room. The exam booklet, scantron, notes, calculations, and any other distributed test materials may not be taken by the candidates from the test room.

- If you must leave the room during the examination, you must obtain permission from the test proctor. You will not be permitted to make up the time you lose.

- The proctor has the authority and responsibility to dismiss any candidate from the exam for inappropriate behavior. Listen carefully to all instructions from the exam proctor. A proctor may dismiss you from the examination for reasons such as:
 - If your admission to the test location is unauthorized.
 - If you create a disturbance or give or receive help with the exam.
 - If you attempt to remove test materials or notes from the examination room.
 - If you impersonate another candidate.

Chapter VI Examination Results

To be certified by NAHRO as a Certified Manager of Property Operations (CMPO), you must pass the CMPO Certification Examination. In addition, you must accept and adhere to NAHRO's Code of Professional Conduct (included in this Guide).

Required Passing Score

In order to become a NAHRO CMPO, candidates must meet the minimum examination score requirement as established by NAHRO's Operations Assessment Board and the NAHRO Board of Ethics and Credentialing Trustees. There are 50 multiple choice questions on the exam. **All examination scores are kept confidential.**

Scoring and Results Letter

Your results are confidential and are scored at NAHRO. Scores are determined by the number of questions answered correctly. Any unanswered question or multiple answers to a question will be marked incorrect.

All examinees will receive a results letter stating the point score achieved on the exam. This letter will be mailed to the address provided by the examinee in his/her exam booklet approximately four to six weeks after the examination. Please note that full payment is required before the examination result is released. **In order to protect the confidentiality of the exam, no information on exam results is ever given over the phone, fax or e-mail.**

Verification of Test Scores and Analysis

Any individual who did not achieve the minimum passing score may request a rescoring and/or score analysis report. These requests must be made in writing to NAHRO within 30 days of the date on the exam results letter. Please note that score analysis is only available to individuals that were unsuccessful on the exam.

Cancellation of Scores

After taking the examination, if you decide for any reason that you do not want your examination scored you must do one of two things:

- Tell the test proctor before you leave the testing room, and mail a signed letter to NAHRO to request that your score be canceled; or
- After leaving the testing room, mail a signed letter to NAHRO to request that your score be canceled.

Be certain to sign your request letter; unsigned requests, phone calls, or e-mails for score cancellation will not be honored.

Your request must reach NAHRO within **seven days** of the test date; requests received later than that cannot be honored since the processing has begun or has been completed.

No refund of any fees will be made, and a new application/registration form and fee must be submitted if you want to retake the examination. Any scores canceled will not be reported to you. Once scores have been canceled, no record of the scores will be kept, and you will not be able to receive them at a later date.

Because NAHRO is concerned that valid scores are reported, doubts that are raised about the validity of candidates' scores will be thoroughly investigated. For example, some scores may be rendered invalid because of circumstances beyond the candidate's control, such as gross mistiming of the exam period or a prolonged distraction during the testing period, such as a fire alarm. When such circumstances are discovered, the NAHRO Washington, D C office will be notified. NAHRO will arrange a free make-up test for the candidate(s) at their earliest convenience.

NAHRO reserves the right to cancel the scores for any candidate discovered engaging in any kind of misconduct including, but not limited to, giving or receiving help; using books, notes, papers, or other aids; attempting to take the examination for someone else; or removing test materials or notes from the testing room.

If You Retake the Examination

If you decide to take the exam again, you should be aware that without any change in your level of knowledge, skill or abilities your test score may increase or decrease slightly. These slight changes may be caused by something as simple as the way you feel on the day of the test. It is a reality that some people do experience some degree of fear and discomfort with examinations and this can

influence your successful completion of the examination. To increase the probability of improving your score, it is advisable to increase your knowledge, skills, and abilities by considering seminars and training in the areas that need improvement in order to build your confidence.

Appeals

Any person who is denied a credential shall have the right to appeal to the Board of Ethics and Credentialing Trustees and, depending on the action taken by the Board, the person may also appeal to the NAHRO Board of Governors.

If You Have a Concern

If you have a concern or wish to make a comment about exam facilities and/or supervision, examination content, or any other matter related to the examination program, please write to NAHRO at the following address:

Director, Professional Development
National Association of Housing and Redevelopment Officials
630 Eye St., NW
Washington, DC 20001

In all correspondence, please be sure to give your name and address. If your questions or comments concern a test you have already taken, you should also include the name of the test, the date you took it, and the location of your exam center. NAHRO will investigate each complaint and respond to your comments within a reasonable length of time.

Chapter VII General Exam Taking Information

Taking tests of any kind is hard for some people and easy for others. The reason is not always how much one knows about the content of the examination. Some people have mastered test-taking skills, while others are unfamiliar with testing methods and are afraid of testing in general. Proper preparation for an examination is the best way to overcome such problems.

You should begin using this Guide in advance of the CMPO Certification Examination. It is strongly recommended that you carefully study the information in the Guide, review the sample questions, and review the Resources identified in the Guide before you take the examination.

If you try to cram, you may do poorly because you will have tried to gather too much information in too short a time, and you probably will not have mastered the information or successful examination approach. Cramming can also lead to worry and nervousness, which can keep you from doing your best.

It should be kept in mind that the purpose of this Guide is to acquaint you with the format of the CMPO Certification Examination and with the Body of Knowledge the NAHRO Operations Manager Assessment Board determined as knowledge, skills and abilities in function areas you may be expected to have in both preparation for the examination and to effectively serve the roll and responsibility at the property manager level within an industry organization. Also, the Guide can help you to become aware of gaps in your knowledge and areas where you need to improve your knowledge, skills and abilities. However, the Guide is not a substitute for training and experience at an executive or senior management level position.

Suggestions to help you prepare for the examination:

Study Alone

Studying alone will help you concentrate on the material in this Guide. If you have any questions, make a list and ask colleagues, peers or other knowledgeable and effective managers you know. Once you have reviewed the guide, you may wish to study with others who are preparing for the examination.

□ ***Study for Uninterrupted Periods***

Reserve time for an uninterrupted study session. This allows you to focus more effectively on the material at hand without any distractions that may interfere with your concentration.

□ ***Understand How to Handle the Different Types and Format of Questions on the Test***

Some questions involve key words like: not, except, least, first; and some questions have two parts followed by a list of possible answers. The discussion of sample test questions later in this Guide should help you deal with the kinds of questions you will be asked. Practice handling these various questions so that they will not give you trouble during the test.

□ ***Get More Information on Your Weak Subject Areas***

The examination is based on knowledge, skills and abilities in six categories or domains. The exam questions directly test the candidate's knowledge, skills, and abilities in these areas. **See Chapter VIII** for this Summary of Important Certified Manager of Property Operations Knowledge, Skills and Abilities.

If you think that you lack sufficient experience in any particular area, you might try to learn more about that area by talking to an experienced colleague/peer and discuss the situations within that area of responsibility. Another option is to attend training in that specific area.

□ ***Discuss the Sample Test and Review with Others Who Are Studying for Certification***

After studying the materials in this Guide and working on the sample questions, it might be helpful to get together with other people who are preparing for the CMPO Certification Examination. Discuss in a group the questions or exercises that you have found difficult to handle. Some people may not be troubled by the same things you are. They may be helpful to you, and you may be helpful to them. The group also might discuss the range of problems arising in a property manager job, including one that supervises staff, and the results of different courses of action in dealing with

each problem. This practice might help people in the group improve their problem-solving skills in the affordable housing and community development environment. These skills are important both on the examination and on the job.

Make a Final Review of the Guide and Your Notes

A final review will refresh your memory on points you may have forgotten. Select the most important points of your final review, and do not try to read the Guide from start to finish again. Such a read-through should not be necessary if you have adequately prepared up to this time.

Suggestions to help you do your best when taking the examination

Arrive at the Exam Rested and Try to Arrive Early

Get a good night's rest. Most people do their best work when they are well rested. Arrive early at the exam location. By arriving early, you will avoid any nervousness that may be caused by a last-minute rush. Sometimes the test center must change the room where the examination is given. If you arrive early, you will have time to go to the new location. If there should be any other problems, you will have time to go to the front/information desk and ask where the NAHRO examination is being held.

Listen to and Read Instructions Carefully

Carefully listen and read the instructions in the Certification Guide. This booklet contains instructions which you should review before beginning the examination. Your proctor may also give instructions. Your examination will not accurately show your knowledge, abilities and skills if you fail to follow instructions. For example, on the examination you must be sure to mark your answers on the examination answer scantron sheet provided, if you want to get credit for correct answers.

Give One Answer to Each Question

Select the one best answer from the available responses for each question. Following each multiple-choice question, there are four possible responses labeled A, B, C, and D. Select the response that best answers the question.

Any unanswered question or multiple answers to a question will be marked incorrect.

Use the Scantron Answer Form. All responses must be marked on the answer scantron. Use your pencil to completely fill in the corresponding answer space on your answer scantron (see example below). If you change an answer, be sure that your original mark is erased completely.

1. In what city is national NAHRO located?

- A. New York, New York
- B. Los Angeles, California
- C. Chicago, Illinois
- D. Washington, D.C.

Sample Answer

A B C D

Answer the Exam Questions that You Are Sure of First

It is wise to answer questions you are sure of first then, if time permits, go back and attempt the more difficult questions and make the best possible guess at the correct answers. Skip the more difficult questions on your first pass through the test. Put a check mark or circle by these questions in your exam booklet so that you can find them quickly when you go back through the test.

Be sure to go over your entire answer sheet when finished, if time permits. If you skip questions in the examination booklet that you will revisit, assure yourself that you are skipping the answer line on the scan sheet. It is best to check yourself every five or so questions. "I am answering number 5 in the booklet and recording my answer on line 5 of the scan sheet. I am answering number 10 in the booklet and recording my answer on line 10 of the scan sheet, etc."

Pace Yourself

Work as steadily, quickly, and methodically as you can. Also, do not spend a lot of time on a few test questions and then be forced to rush through the rest. Rushing could cause you to make many mistakes. Do not spend too

much time on any one question. Identify difficult questions, and return to those later. If you have time remaining, review all of the answers prior to concluding the exam.

Check your watch from time to time to decide whether you are giving yourself enough time to finish. On the other hand, if you have done most of the test in far less than the time allowed, you may not be reading the materials carefully enough or giving yourself enough time to consider your answer.

Try Not to Let Yourself Get Distracted

If someone near you constantly taps a pencil on his or her desk, or makes other sounds that bother you, try to ignore the irritation and concentrate on the task before you. If the distraction is extreme, approach the proctor to resolve the issue.

Do Not Waste Time Fighting the Exam

If you do not like the way some questions are worded and would state them differently, do not waste time in a mental argument with the test. Answer the question as well as you can and go on to the next question.

Do Not Panic During the Exam

If you do not know the answers to some test questions or how to handle a particular problem posed by the test question situation, do the best you can. No one is expected to get a perfect score. If you get upset, you will only hurt your ability to think clearly about the task.

Use All of the Time Available

If you finish before time is up for the examination, and you have sincerely followed the above instructions and believe you have done your best, you might review the scan sheet to make sure you answered all the questions and your marks on the scan sheet are clear. However, research has demonstrated that if you go back to "check over your work", and begin to question how you answered questions, you are most probably changing right answers to wrong answers by second guessing yourself. Be careful.

**Chapter VIII
Knowledge, Skills and Abilities: Question Areas by Category**

The CMPO Certification Examination is based on knowledge, skills and abilities in six areas of the body of knowledge for property manager position levels in the affordable housing and community development industry. The CMPO Job Analysis was conducted September 2011. It was sent to Directors of Housing Management, Operations, Public Housing, Housing Managers, Program Directors and Specialists, Project Managers, and Site Managers. Additionally, Public Housing Supervisors received the survey as well as Executive Directors.

Exam development, validation, and analysis is an evolutionary process. NAHRO and the Operations Assessment Board will continue to analyze each item of the examination to assure the highest level of fairness and quality.

Job Analysis Summary/Domains

- Budget
- Residents
- Maintenance
- Occupancy
- Problem Solving
- Supervision/Management

The competencies, or the knowledge, skills and abilities, of the CMPO demonstrate that an individual understands asset management in the affordable, mixed income and market rate housing environments, to include public housing, LIHTC and other subsidy programs. Additionally, this individual understands the role of planning, directing and controlling the management of a property, including maintenance, i.e., keeping the property(s) in good repair, unit and property inspections, occupancy, unit turn around, safety and security, marketing, short and long range capital improvements (Property Needs Assessment), and the impact a property's condition and finances have on PHAS. She/he understands proper procurement and REAC UPCS protocols and the Federal Regulation that relate to these activities. This individual understands and assists in the preparation of the site-based budget and monitors and controls expenditures to ensure the Property adheres to the budget. He/she has the skill to supervise staff and contractors. The individual has demonstrated oral and written communication skills and ability to problem-solve and prioritize day-to-day activities and longer range plans. This

person understands the regulation, laws, and proper protocols for occupancy and lease termination. He/she has knowledge of and practices Fair Housing personally and assures that staff adhere to these laws. This individual understands the importance of and agrees to adhere to the highest standard of professional ethical conduct

While it is possible that candidates may not have experience in some of the knowledge, skills and ability categorize, candidates should recognize and be aware that this certification is designed without regard to the size of agency, geographic location, or specific program activity in which an individual may be presently engaged. A candidate may choose to further their career by working toward the CMPO credential at his/her own pace. NAHRO's NPDS is designed to support professionals in the housing and community development industry to move into their level of desired career achievement.

The multiple-choice examination consists of 50 multiple-choice questions that cover the main areas of the role and responsibilities of the property manager. As identified in this chapter, NAHRO conducted a detailed national Job Analysis study to determine the common responsibilities of property management in the public and assisted housing environment, regardless of the location or size of their housing authorities or the nature of their client populations. The examination is based only on those areas of knowledge, skill and ability a large majority of professionals reported to be essential responsibilities that these professionals perform.

Job Analysis Questionnaire

The NAHRO Operations Assessment Board developed the following questionnaire, and the results from this survey helped to form and support the development of the CMPO Examination. Job tasks were listed per category/domain. Survey participants were asked to rank the item as being: 1) Least Important; 2) Somewhat Important; 3) Important; 4) Very Important; or 5) Extremely Important.

Items/Tasks

Budget

- Prepare property(ies) budget(s) annually.
- Analyze prior year's expenditures.
- Prepare rationale to support budget estimates.
- Review financial statements periodically and identify variances.
- Compare budget vs. actual income and expenditures.

- Request and review detailed expenditure information for budget line items as necessary.
- Adjust current year's budget during year as necessary.
- Document extraordinary expenditures.
- Analyze revenue and expense variances to determine if corrective action is required.
- Develop and implement corrective action plan for negative budget variances.
- Negotiate with other agency departments to identify sources of financial assistance for capital/extraordinary expenditures.

Residents

- Mediate disputes among residents.
- Assure collection of rents and other monies due.
- Monitor collections to meet HUD (Department of Housing and Urban Development) and/or organizational standards for outstanding resident receivables.
- Send late notices for notices for non-payment of rent or other monies due.
- Prepare court documents to obtain judgments for non-payment of rents.
- Counsel residents who are habitually late with rent payments or whose behavior/habits constitute a breach of lease.
- Enforce lease provisions.
- Prepare breach of lease documents for court.
- Assist in the preparation of evidentiary documentation to support the presentation of lease violation(s) in court.
- Effectuate post judicial process and evictions.
- Represent agency in grievance hearings.
- Explain lease provisions and organizational policies to residents.
- Enforcing policies and procedures that facilitate the peaceful enjoyment of the property by residents.
- Engage and maintain a supportive and interactive relationship with resident associations.
- Interact with agency security personnel and/or police to reduce/eliminate crime and drug problems in the community.

Maintenance

- Prioritize and assign work orders to maintenance personnel.
- Monitor completion of work orders.
- Determine whether needed repairs represent normal wear and tear or resident damages that should be billed.
- Ensure that all emergency work orders are completed/abated within 24 hours.
- Close out work orders.
- Perform or supervise annual housekeeping inspections, periodic unit inspections, and move in move out inspections.
- Perform periodic inspections to assess overall physical condition of property.
- Monitor turnaround time for work orders to ensure maximum occupancy and minimum loss of revenue for your property.
- Enforcing policies and procedures that facilitate staff in the successful completion of work tasks.
- Procure contract services for maintenance for maintenance items that cannot be performed by in-house personnel.
- Ensure maintenance phone lines are answered and maintenance calls from residents are logged.
- Update or oversee the update of warehouse inventory when items are used from inventory.
- Reorder or review the ordering of inventory materials and supplies from purchasing department or suppliers.
- Conduct/oversee periodic inventory counts in warehouse.
- Plan capital and extraordinary maintenance items with supervisor and modernization department.
- Coordinate the implementation of capital and extraordinary maintenance items.
- Analyze data and interpret trends for physical condition of the property.

Occupancy

- Receive applications from prospective residents or central application pool.
- Analyze data and interpret marketability trends on the property.
- Develop and/or implement a marketing plan to attract prospective residents.
- Implement the protocols and processes related to occupancy, including wait list, eligibility, suitability, and selection of residents.
- Provide denied prospects with appeal rights.

- Interview prospective eligible residents.
- Offer units to prospective eligible residents.
- Execute lease agreements with new residents.
- Assure payment of security deposit and first month's rent.
- Ensure that resident family and income information is correctly entered into a management system.
- Monitor occupancy percentage to ensure compliance with agency or HUD requirements for minimum vacancy losses.
- Calculate or monitor accurate calculations of resident rent at move-in and periodic recertifications.
- Periodically audit files to ensure compliance with regulations, including required file documentation.

Problem Solving

- Practice the highest standards of professional ethical behavior through both words and deeds.
- Deal objectively with and work through complex and challenging issues.
- Identify potential problems, and take objective, accountable actions towards their resolution.
- Manage conflict situations.

Supervision/Management

- Present a professional appearance and attitude to staff and residents.
- Assign tasks to staff and oversee the successful completion of these tasks.
- Ensure that assigned work is complete within a reasonable expectation of time.
- Practice transparency in all activities and require all staff to conduct tasks and processes in a transparent manner.
- Ensure adherence to all ethical guidelines and codes.
- Recognize potential conflicts with staff and take the initiative to prevent them.
- Assure that Emergency Preparedness Plan is up to date and viable.
- Monitor employees' progress toward established goals.
- Foster and advocate educational growth and opportunities for employees.
- Create and implement a personnel succession plan for your property.
- Encourage and use creative planning and thinking to resolve issues.

- Recognize staff's accomplishments and use appropriate rewards to acknowledge success.
- Determine staffing needs in relationship to work requirements.
- Assist staff in prioritizing tasks.
- Engage staff for input to identify problems and possible causes, and solutions to problems and challenges.
- Encourage staff to communicate with you about work-related issues and problems.

**Chapter IX
Additional Resources**

Asset Management Resources

HUD Handbook 4350.01 REV-1 – Multifamily Asset Management and Project Servicing

HUD Handbook 4370.1 REV-2 – Reviewing Annual & Monthly Financial Reports

HUD Handbook 4370.2 REV-1 – Financial Operations and Accounting Procedures

Procurement

24 CFR 85.36

HUD Handbook 7460.8

Code of Federal Regulations

Notices, Rules and Regulations - Public and Indian Housing - HUD --
<http://www.hud.gov/offices/pih/publications/notices/>

<http://www.gpoaccess.gov/cfr/index.html>

Property-Based Vouchers Regulations

HUD Forms --
http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/hudclips/forms

HUDCLIPS -- www.hudclips.org/

Family Self Sufficiency Regulations --
www.access.gpo.gov/nara/cfr/waisidx_09/24cfr984_09.html

UPCS Protocol -- http://www.hud.gov/offices/reac/pdf/pass_dict2.3.pdf

Earned Income Disregard FAQs

www.hud.gov/offices/pih/phr/about/ao_faq_eid.cfm

Fair Housing

Executive Order 11063
www.hud.gov/offices/ftheo/FHLaws/EXO11063.cfm

Reasonable Accommodation for Persons with Disability Requests
24 CFR 966.7

Guidebook 7420.10G

Public Housing

Guidebook, June 2003

Disaster Recovery Resources

http://www.fema.gov/pdf/about/org/ncp/coop_multi_year_plan_guide.pdf
(This is the guide)

http://www.fema.gov/pdf/about/org/ncp/coop_multi_year_plan.pdf
(This is the template)