



**NAHRO**

**CERTIFICATION STUDY GUIDE**

**FOR THE**

**Certified Specialist - PUBLIC  
HOUSING MANAGER (CS-PHM)  
EXAMINATION**

**National Association of Housing and Redevelopment Officials  
630 Eye Street, NW  
Washington, D.C. 20001**

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### Chapter I Overview

This NAHRO Study Guide is designed to provide candidates with information on procedures to complete the Certified Specialist - Public Housing Manager (CS-PHM) certification examination requirement, and additional instructions on how to prepare for the written examination. For practice, this publication includes sample questions for the multiple-choice exam.

All certification candidates can access this complimentary copy of the Study Guide on the NAHRO website at [www.nahro.org](http://www.nahro.org).

The CS-PHM Certification is part of the NAHRO Professional Development System for education, certification and credentialing of professionals in the Affordable Housing and Community Development industry. The CS-PHM is a concentration of expertise in the Specialist Certification Category and is an option within the Certified Manager Property Operations (CMPM) Certification.

The following are the requirements for the CS-PHM. Please note that an individual may waive the educational requirement Public Housing Manager Seminar if they have five or more years of experience in the housing and redevelopment field.

| <b>Less than Five Years Experience in the Housing and Redevelopment Industry</b> | <b>More than Five Years Experience in the Housing and Redevelopment Industry</b> |
|--|--|
| PHM Seminar and CS-PHM Examination   | CS-PHM Examination   |
| Completion of Certification Application  | Application  |

Please note that if you attended the PHM Seminar prior to August 2010, you will also need to complete the Ethics for Specialist Seminar.

All of NAHRO Certifications require a re-certification or maintenance component. Please check the NAHRO website for the most up-to-date information related to seminars and examinations, including information about dates and locations.



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NAHRO's PHM Seminar is a Property Management Centric Training. In the 21<sup>st</sup> Century, many affordable housing agencies are operating under an Asset Management Model and a variety of other financial and rental housing development resources to meet the affordable housing needs of their communities. The NAHRO PHM is a foundation for effective Property Management tasks and processes for professionals in the affordable housing industry. Ethics for Specialist Seminar is a 2.5-hour e-Learning that focuses on professional ethical behavior.

### **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 U.S. Department of 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, and they were determined to develop programs to address those needs. Their actions resulted in the U.S. Housing Act of 1937, which was the first legislation that committed the federal government to assist communities



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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 related projects. As a result, they have specialized knowledge and skills in technical and qualitative aspects of general business and housing programs.

### **Credentialing**

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

The Public Housing Manager (PHM) category began in the late 1970s in response to both Housing Administrators and HUD-originated and mandated management requirements. In 1995, HUD suspended requirements for the designation. NAHRO, however, continued and expanded professional development programs to its members and practitioners. In 2003, NAHRO's Board of Governors passed a resolution to initiate, develop, and implement the NPDS certification and credentialing program. The resolution identified levels of certification and credentialing.

- Specialist
- Operations Management
- Executive Management.
- Commissioners

For all of NAHRO's categories, individual credentialing currently serves as a voluntary designation that represents professional recognition to employers,



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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 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.



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### Certified Specialist - Public Housing Manager (CS-PHM) Description and Eligibility

The CS-PHM examination consists of a 100 multiple-choice questions. Any person submitting a complete registration form and fee is eligible to take the CS-PHM Examination. Membership in NAHRO, while encouraged, is not required. The exams are scheduled on a regular basis throughout the United States.

NAHRO's CS-Public Housing Manager Examination was developed to (1) measure objectively the important **knowledge, skills, and abilities** required of a public housing manager responsible for the property management of affordable housing, and (2) 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 protect the property asset, the public interest and ethically administer resources as part of the public trust.

### Accuracy of Information

Signing the credential registration implies that the information contained therein is accurate. If the Board of Ethics and Credentialing Trustees learns that any credential was granted on the basis of false or inaccurate information, it reserves the right to suspend or revoke the credential. Additionally, all candidates must subscribe to the Code of Professional Conduct established by the Board of Ethics and Credentialing Trustees and issuance of an NPDS Credential.

### 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.



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### **Chapter II Registration for the CS-PHM 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 accurately and neatly completed to facilitate its 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 payment. Do not send cash. Information about fees is located on the NAHRO website.
5. Keep this Guide. If you have additional questions about the CS-PHM Exam please call the Professional Development Department at 877.866.2476, ext. 7229. Please be sure to give your name, and all other identifying information as entered on your registration form.

#### **How to Complete 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. Your results will be sent to the address you provide on a specific form within the Examination Booklet. Your Examination results cannot be sent to a Post Office Box.

You may complete your registration form online at [www.nahro.org](http://www.nahro.org) under the professional development section. Simply click on the seminar or examination



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of your choice, select the registration online option, and complete the information required. Please note that only credit card payment will be accepted for on-line registration.

You may also download a registration form from the website. Please read the following instructions before completing your downloaded 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. If you are interested in the seminar before the examination, be sure NAHRO has scheduled a seminar at the testing location. The seminar fees are listed on the web site, [www.nahro.org](http://www.nahro.org), 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 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



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It is recommended that your registration be received by NAHRO no later than three weeks prior to the start of the examination. NAHRO cannot guarantee seating availability if it is received later. Please note that full payment is required before the examination result is released.

### **Test Dates**

The CSI-PHM Examination will be given at the test locations on the dates posted on the NAHRO web site, [www.nahro.org](http://www.nahro.org), or in our promotional materials.

### **Registration Fees**

All appropriate fees for the seminar and/or 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 at the “exam-only” fee.

### **Special Arrangements for Disabled/Handicapped Candidates**

If you have a visual, sensory, or orthopedic handicap that would prevent you from taking the CS-PHM Examination under standard conditions, you may request special accommodations at the testing site. 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.



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Submit your request in writing, specifying the conditions you need, when you send your registration form to NAHRO. After your registration form and test fees are received, NAHRO will send you a letter confirming the arrangements made for you and indicating 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 seminar and/or examination. Notices received at least 20 days before the event are eligible for full refunds. Refunds cannot be made on cancellations received less than 15 days in advance. Instead, NAHRO will credit you the full amount for any NAHRO seminar or exam or reschedule you for an examination in the future.



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### **Chapter III NAHRO CODE OF PROFESSIONAL CONDUCT**

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

- (1) 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;
- (2) to strengthen the capacities of member agencies; and
- (3) 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 Professional Development System (NPDS) Specialist, PHM, Operations Management and Executive comprehensive examination programs will adhere to a 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.



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- 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 personal and 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.



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### Chapter IV CSI-PHM Examination Information

#### Timing

Be sure to arrive at the test location promptly at 8:00 a.m. local time unless otherwise notified. Candidates have two hours to complete the examination. Candidates will be provided Examination Protocol by the NAHRO Proctor.

#### Admission to the Test Location

Bring some form of photo identification bearing your signature. Examples of acceptable forms of identification include a driver's license, employee ID card, or passport. The test proctor will accept a driver's license or other identification with your signature and such descriptive information as height, weight and eye color. Social Security and draft cards are not acceptable.

You will be admitted to the test location if your name is on the examination attendance roster. 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 multiple-choice Examination will be administered only on the day and at the time scheduled. **Please be prompt. Candidates will not be admitted to a testing room after the session has begun.**
- Bring three or four sharpened soft lead (No.2) pencils, a sharpener or a mechanical pencil, and a good eraser.



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- You should take a watch to help pace yourself. You will not be permitted to continue the examination beyond the established time limits. Electronics such as cell phones, iPads, laptop computers or other type 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.
- Books, dictionaries, and papers of any kind are not permitted on the tables in the examination room. All materials of this kind must be stored out of sight. Proctors will not allow anyone who uses such materials during the exam to continue with the examination. A quiet calculator is permissible.
- Visitors are not permitted to enter the testing room.
- Scratch work may be done in the test pamphlets. There is ample space provided. Scratch paper is not permitted in the exam 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.
- A test proctor may dismiss you from the examination for any of the following reasons:
  - If your admission to the test location is unauthorized.
  - If you create a disturbance or give or receive help.
  - If you attempt to remove test materials or notes from the examination room.
  - If you impersonate another candidate
- Any persons clearly implicated in an attempt to subvert the integrity of the examination will be prosecuted.



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### Guessing on a Multiple-Choice Examination

Answer every question possible; make an “educated” guess if necessary. Scores are determined by the number of questions answered correctly and all questions are counted equally. It is wise to answer questions you are sure of first, then if time permits, go back, attempt the more difficult questions, and make the best possible guess at the correct answers. Do not leave blanks on the answer scan sheet. Blank responses are counted as incorrect answers.

### Required Passing Score

In order to become a NAHRO Certified Specialist-Public Housing Manager, candidates must meet the minimum examination score requirement as established by NAHRO’s Board of Ethics and Credentialing Trustees. **Candidates must receive a score of 78 or higher. All examination scores are kept confidential.**

### Cancellation of Scores

After taking the NAHRO CS-PHM Certification Examination, if you decide for any reason that you do not want your examination scored, you can do two things:

- Tell the test proctor before you leave the testing room.
- Write to NAHRO to request that your scores be canceled.

Be certain to sign your request letter; unsigned requests or phone calls 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.



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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 candidates' control, such as gross mistiming, no examinations or test proctor on site. When such circumstances are discovered, the NAHRO Washington, D.C. office will be notified that there are no reportable scores for reasons beyond the candidates' control. In such instances, NAHRO will arrange a free make-up test for the candidates, 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 Have a Complaint**

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

Professional Development Director  
National Association of Housing and Redevelopment Officials  
630 "Eye" Street, NW  
Washington, D.C. 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 test



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center. NAHRO will investigate each complaint and respond to your comments within a reasonable length of time.

### Exam Results

To be certified by NAHRO as a Certified Specialist-Public Housing Manager, you must pass the CS-PHM certification examination. In addition, you must accept and adhere to the NAHRO Code of Professional Conduct (located in this Guide). The NAHRO Specialist Assessment Board establishes the proficiency level requirement for the CS-PHM exam. The proficiency level required to obtain certification is periodically reviewed by the Assessment Board and monitored by the Board of Ethics and Credentialing Trustees.

Your results are scored by NAHRO and kept confidential. All questions about scores analyses and/or eligibility and procedures for re-examination should be directed to NAHRO. Please note that score analyses are only available to individuals that were unsuccessful on the exam. **In order to protect the confidentiality of the exam, no information on exam results is ever given over the phone, by fax, or by e-mail.**

### Examination Report

The result letter states the point score achieved by the candidate. Any individual who did not achieve the minimum passing score may request a rescoring and/or score analysis report. Rescoring requests must be made in writing to NAHRO within 30 days after the examination was administered.

### If You Retake the Examination

If you decide to take the test again, you should be aware that without any change in your level of knowledge, your test score may increase or decrease slightly. These slight changes may be caused by something as simple as the way you



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feel on the day of the test. It is a reality that some people do experience some degree of fear and discomfort with taking tests or examinations and this can influence your successful completion of the Examination. To increase the probability of improving your test score, it would be advisable to increase your knowledge of the subject and build your confidence.

### General Test Taking Guide

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 test subject. Some people have mastered test-taking skills, while others are unfamiliar with testing methods and are afraid of testing. Proper preparation for a test/examination is the best way to overcome such problems.

You should begin using this Study Guide in advance of the CS-PHM Certification Examination. Carefully review the information in the Guide, adequate practice with sample test questions and exercises, and a review of the Guide a day or so before you take the examination are strongly recommended.

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 Study Guide is to **acquaint you** with the **format of the CS-PHM Examination** and with the public housing and property management function areas and skills you will be expected to have in preparation for the exam. The Guide also can help you to become aware of gaps in your knowledge and areas where you need to improve your information and skills. However, the Guide is not a substitute for training and experience in public housing management, which should be acquired by operating in a public housing or property management position. These skills can also be attained by attending NAHRO's PHM Seminar usually offered prior to examinations. The following suggestions will help you to prepare for the examination.



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### \*STUDY ALONE.

Studying alone will help you concentrate on the material in this Study Guide. If you have any questions, make a list and ask your supervisor or some other knowledgeable and effective manager you know or in your agency. Once you have reviewed the Guide, you may wish to study with others who are also 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.

### \*MAKE THE SAMPLE TEST A REAL TEST OF YOUR KNOWLEDGE.

Do not look at answers to the sample test until you have finished answering all the questions. By doing so you will find out whether you know the subject matter as well as you should and whether you are reading the questions and possible answers carefully enough. On questions that you answer incorrectly, reread the questions and answers and try to find out where you went wrong. Often, a miss is due to not reading the question carefully or missing a key word.

### \*BE SURE YOU 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. It is important that you remember to mark **only one** answer for each question.



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### **\*PACE YOURSELF ON THE SAMPLE MULTIPLE-CHOICE EXAMINATION**

Timing is important on tests, just as it is in employment. Work as steadily, quickly, and methodically as you can on the sample test. Although you are practicing and learning, keep in mind that you will be allowed two hours to answer 100 questions on the actual examination. Try to do your work on the sample test questions in this Study Guide at the pace that will be necessary during the actual examination. Do not spend too much time on one question, skip it and then come back to it after you finish all the sample questions.

### **\*GET MORE INFORMATION ON YOUR WEAK SUBJECT AREAS.**

The examination is based on tasks in ten areas of Public Housing and General Property Management:

- Role and Responsibility of the Manager
- Lease Enforcement
- Effective Management and Supervision
- Effective Communication
- Maintenance and Security
- Administration and Critical Performance Metrics
- Addressing Priorities
- Marketing and Occupancy
- Resident Relations and Services
- Ethics.

The questions directly test the candidate's knowledge, skills, and abilities in these areas.

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 Public Housing Property Manager. Discuss the different actions that should be taken in typical management situations within that area of responsibility.



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**\*DISCUSS THE SAMPLE TEST AND REVIEW WITH OTHERS WHO ARE STUDYING FOR CERTIFICATION.**

After studying the materials in this Study Guide and working on the sample test, it might be helpful to get together with other people who are preparing for the CS-PHM certification. 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 management job and 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 public housing 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 Study Guide from start to finish again. Such a read-through should not be necessary if you have adequately prepared up to this time.

**\*GET A GOOD NIGHT'S SLEEP BEFORE THE EXAMINATION**

Most people do not do their best work if they have not had enough sleep or taken care of their routine physical needs, such as wake-up time, breakfast, having sufficient time to arrive promptly, etc. The CS-PHM examination would be particularly difficult to do well under such conditions.



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### **On the Day of the Exam**

#### **\*ARRIVE EARLY.**

By arriving early, you will avoid any nervousness that may be caused by a last-minute rush. Persons who arrive after the Multiple-Choice Examination has begun will not be admitted.

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 CS-Public Housing Manager Examination is being held.

#### **\*REMEMBER TO TAKE WITH YOU THE THINGS YOU WILL NEED.**

Be sure to take --

- ✓ Information on location, start time, etc.
- ✓ Proper identification, which must have your signature and a recent photograph. A driver's license, employee identification card, and/or a government issued passport are acceptable if they provide these forms of identification. Social security card, library, credit card, draft card, etc., are not acceptable.
- ✓ Three or four sharp No.2 (medium-soft) pencils. Pencils with extremely soft lead, colored pencils, fountain pens, or ballpoint pens may not be used.
- ✓ A good eraser.
- ✓ A watch so that you may time yourself.
- ✓ A quiet basic math calculator



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- ✓ You will not be allowed to use any books, pamphlets, dictionaries, or other aids.

### **\*CAREFULLY LISTEN AND READ THE INSTRUCTIONS.**

Your examination will not accurately demonstrate 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 scan sheet provided, if you want to get credit for correct answers.

### **\*GIVE ONLY ONE ANSWER TO EACH MULTIPLE-CHOICE QUESTION OF THE EXAMINATION.**

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

### **\*ANSWER TEST QUESTIONS THAT YOU ARE SURE OF FIRST.**

Skip the more difficult questions on your first pass through the test. Put a check mark or circle by these questions so that you can find them quickly when you go back through the test.



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**\*SKIP QUESTIONS THAT WILL TAKE SOME TIME TO ANSWER UNTIL YOU HAVE FIRST GONE THROUGH ALL THE TEST QUESTIONS.**

For example, a question that requires arithmetic might take more time than other questions. Put a check mark by it, and go back to it after you have gone through the test once and answered the easiest questions.

**\*GUESS, IF NECESSARY, ON THE EXAMINATION.**

It is best to try to answer every question. Some of your guesses may be correct. Do not leave any question unanswered as a blank answer is marked incorrect.

**\*PACE YOURSELF.**

Work steadily and rapidly, but do not be careless. 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. 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.

The CS-PHM Certification Examination is two hours.

**\*DO NOT LET YOURSELF GET DISTRACTED BY ANY IRRITANTS.**

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 irritant is extreme, approach the proctor to resolve the issue.



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### **\*DO NOT WASTE TIME FIGHTING THE TEST.**

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 TEST.**

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 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 mark on the scan sheet is clear. However, research has demonstrated that if you go back to “check over your work” that is begin to question how you answered questions, you are most probably changing right answers to wrong answers by second guessing yourself. Be careful.

### **\*IF YOU WISH, YOU MAY CANCEL YOUR SCORE AT THE END OF THE EXAMINATION.**

A score cancellation may be requested by writing to NAHRO, if after completing the test, you wish to cancel your score. No record is made of canceled scores. No refund of fees will be made, and a new registration



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form and fees must be sent to NAHRO if you want to take the Certification Examination again.



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### Chapter V Practice CS-PHM Certification Examination

#### Questions and Discussion

This chapter offers 15 practice questions for you to answer. They are followed in the next chapter by a sample examination of 15 questions.

The multiple-choice examination consists of 100 multiple-choice questions that cover ten main areas of a housing manager's responsibilities. A detailed national job analysis study was undertaken to determine the common responsibilities of housing managers regardless of the location or size of their housing authorities or the nature of their client populations. The examination is based only on those tasks a large majority of housing managers reported to be important responsibilities that they perform. A general description of the areas is as follows:

- Role and Responsibility of the Manager
  - Lease Enforcement
  - Effective Management and Supervision
  - Effective Communication and Managing Conflict
  - Maintenance and Security
  - Administration and Critical Performance Metrics
  - Addressing Priorities
  - Marketing and Occupancy Cycle
  - Resident Relations and Services
  - Ethics.
- 
- **Role and Responsibility of the Manager**  
The candidate understands the critical elements of protecting the physical, financial and market viability of the rental property or Asset Management Property (AMP) and analyzes data to initiate action to assure that the property maintains viability as a housing resource to the community.



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- **Lease Enforcement**

The candidate is familiar with the basics of key elements of a rental lease, specifically, the regulatory requirements of a Section 9, Conventional Public Housing Lease. The candidate recognizes that the lease is a civil legal contract between the owner entity and the resident/tenant and that lease enforcement requires that the manager address lease failures on management, the owner/entity and the resident/tenant.
- **Effective Management and Supervision**

The candidate possesses the skills and abilities to manage and supervise the activities of staff, and other task and process elements required to maintain a viable rental property or AMP. This includes planning and initiating problem-solving actions, providing direction and support to the human resources assigned to the manager; and assuring that both quality and quantity performance measures are met. Assuring that quality and quantity measures are met involves creating a work environment that promotes productivity and performance of staff; managing housing development financial resources and on-site staff, so that established policies and goals are carried out; determining and understanding policies and goals; collecting financial and manpower information for planning purposes; allotting financial and manpower resources to specific tasks in order of priority; assigning jobs to specific staff members; evaluating and overseeing staff work performance; identifying staff for either additional training or promotion; training or instructing staff; referring staff to outside training agencies; maintaining a high level of staff morale; providing timely feedback on staff performance both positive as well as negative and terminating employment or recommending termination of staff members.
- **Effective Communication and Managing Conflict**

The candidate demonstrates initiating and responding to communication in a manner that provides or seeks information, facts, and each party's perspectives. Communication includes listening for understanding prior to making any assumptions without facts or information. Effective communicators also recognize the differences in the communication



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needs from person to person and an effective communicator is willing to be flexible to meet the other person's communication needs.

- **Maintenance and Security**

The candidate demonstrates that he/she understands the need for timely inspections of the property units, common areas, and overall property. This includes the importance of “curb appeal” and the security technology that facilitates staff and resident safety to the best degree possible. He/she understands the need for managing and assuring that maintenance repairs are completed in a timely fashion and resident/tenant maintenance or security issues or complaints are addressed. The candidate demonstrates that he/she understands the need for appropriate and positive relationships with maintenance staff, contractors, and vendors in the inspection and repair of the property and equipment; and the importance of setting up and maintaining proper security arrangements.

- **Administration and Critical Performance Metrics**

Administrative processes, procedures, forms and reporting can differ from organization to organization. However, the need for the manager to be aware of the importance of documentation and reporting is a generic element of the manager's role and responsibility. **The candidate understands the importance of** ensuring that development accounts and financial records are properly maintained; collecting and filing information, such as residents' complaints, for effective use in preparing letters, reports, and memos to residents and to government and agency representatives; communicating information, problems, and goals to housing staff in a manner that ensures maximum cooperation identifying and tracking typical property management metrics, such as, Occupancy Rates, Turnaround Time, Vacant Apartment Make-Ready Time, Income to Rent ratios, etc., need to be tracked and addressed in a timely fashion.

- **Addressing Priorities**

The candidate's ability to recognize emergency situations, critical events related to security and safety, and initiate action with a sense of urgency is



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important to the protection of the property asset, the residents/tenants and the staff.

- **Marketing and the Occupancy Cycle**

The candidate understands the necessity of maintaining maximum occupancy levels smoothly and efficiently; conforming with federal regulations regarding eligibility, continued eligibility, lease renewals, and evictions; disseminating information to housing applicants; obtaining required information from applicants; notifying applicants of acceptance; moving residents in “on paper”; determining continued eligibility of residents; renewing leases; terminating residency; and the importance of understanding eviction procedures.

- **Resident Services and Relations**

The candidate understands that the need for providing housing-related services, such as providing information, Personal advice, and assistance to residents; referring residents to outside agencies when additional advice or aid is indicated.

- **Ethics**

NAHRO’s CS-PHM Certification requires candidates to sign and adhere to the NAHRO Code of Conduct that generally outlines expected ethical behavior. In addition, many agencies and organizations have Ethics Policies that are specific to their operations. Ethics is the demonstration of right action. The environment of the manager this means: responsible administration of affordable housing and community development programs; conduct of work responsibilities with integrity; exercise objectivity, diligence, and honesty in the execution of responsibilities and duties; avoidance of conflicts of interest and the appearance of a conflict of interest; serve with concern, courtesy and responsiveness; encourage and support associates in professional development growth; and the overall ability to demonstrate and apply ethical behavior and fiduciary responsibility to honor the public trust.



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All the practice test questions in this chapter are similar to those on the CS-PHM Certification Examination. They are all multiple-choice questions, and each question has four possible answers – but only one of those answers is considered the **best and considered correct answer**.

A discussion of the answer follows every practice question in this chapter. Do not look at the discussion until after you have tried to answer the question. Put a check mark in the blank for the answer you think is best and correct. Then read the discussion and find out whether you were on target. If you have a wrong answer, the discussion will help you understand why it was wrong and why the correct answer was the only choice that should have been made. The discussions will help you watch for important situation elements and facts that are stated in test questions and to use such facts in deciding your answer.

### Directions

Each question or incomplete statement below is followed by four suggested answers or completions. Select the one that fits best in each case and then check the space for that answer. The correct answer for each question is in the discussion section.

### Sample Questions

1. Agency policy states the following “Employees shall have the right to choose their own representatives. Employees shall be free to join or not to join a union. In so doing, employees should be free from restraint, interference, discrimination, or reprisal”.

Which of the following situations conforms to the regulation above?

- I. Management requires all maintenance workers making \$5,000 or more per year to join the employees’ union.



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- II. Management appoints union leaders to be sure that capable people are in charge.
- a. I only
  - b. II only
  - c. Both I and II
  - d. Neither I nor II

\_\_\_ a \_\_\_ b \_\_\_ c \_\_\_ d

### DISCUSSION:

Some questions on the test are broken into three parts, as is the case here. An initial statement is followed by a number I response and a number II response. In the third part of the question, you must decide whether one of these responses, both responses, or neither response is the correct answer.

If employees are free to join or not to join a union, management cannot require any employee to join a union. Therefore, the situation in I does not conform to the regulation. Answers a and c are both wrong, because they give I as a correct answer. If employees are to be free from interference in joining (or not joining) a union, II also is wrong because management is interfering with union business if it appoints union leaders. That makes answer b wrong, and we have already rejected answer c. The correct answer is the only remaining answer: d. Neither I nor II. To get the correct answer on this question, it was necessary to go through a process of eliminating wrong answers. Correct answer: d.

Notice that in this discussion we have underlined the central ideas in the statement that make a, b, and c the wrong answers. You may find it helpful to underline central ideas as you read the test questions. You also may want to mark out wrong answers to make it easier to identify correct answers because you will not have to reread those that are marked out. Check the blank next to the correct response when you choose an answer.



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2. When discussing the term of a lease agreement with an applicant who is eligible for public housing, all the following should be described clearly as to the requirements of the lease EXCEPT the:
- a. Duration of the lease.
  - b. Schedule of rent payments.
  - c. Advise the applicant of their right to add additional adults to reside in the unit without agency permission to for the adult to move-in.
  - d. Responsibilities of the applicant as to both their and the agency's need to meet the contract requirements of the lease.

\_\_\_a \_\_\_b \_\_\_c \_\_\_d

### DISCUSSION:

Some CSI-PHM test questions have a key word in CAPITAL letters, such as the word EXCEPT in this question. Other words like this that you may meet on the certification examination are LEAST, MOST, and NOT. This question will give you experience in handling this type of question.

In this question it might be helpful to underline the action that is taking place (the central idea): discussing a lease agreement with an applicant. When you read the list of possible answers, try to determine what you would discuss with an applicant:

- a. Duration of the lease.
- b. Schedule of rent payments.

Now you are at c. "Right of the applicant to add additional adults without agency permission to live in the unit." In discussing the terms of a lease agreement for public housing, you would not indicate a clear lease violation because as one that is a "right" or at the discretion of the resident/tenant. Any additional adult moving into the unit must first be screened by the agency and the resident/tenant given permission by the agency to add the person to the lease and legally live in the unit. The lease and agency policy also determines the size of the unit the family should occupy and the amount of rent the family should pay. But this is



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quite different from discussing the applicant's right or discretion in permitting an additional adult to reside in the unit without agency permission.

Although it is clear that c is the correct answer to Question 2, you should read answer d and be certain that it describes something you would discuss with an applicant. D asks whether you would talk about the "Responsibilities of the applicant and agency to meet the lease requirements." Certainly this subject should be discussed. Now you can be sure that you were right in thinking that c is the correct answer.

3. When discussing requirements for residency with an applicant, a housing manager should refer to which of the following?
- a. Admissions & Continued Occupancy Plan (ACOP).
  - b. Federal Register
  - b. Lease.
  - c. Annual Contributions Contract (ACC).

\_\_\_ a \_\_\_ b \_\_\_ c \_\_\_ d

### DISCUSSION:

In this question, you might want to underline or highlight requirements for residency, because these words describe the subject of the question (the central idea). However, underlining or highlighting is only a tool that may be useful. If it does not help you and you can remember the main points of a question without using this tool, work in the way that is best for you.

C. Lease is a fairly obvious answer to this practice question, and it is the correct answer. Check blank c. But let us say that you failed to remember the basic instructions for the CSI-PHM test and also know that the Admissions and Occupancy Plan (ACOP) is a critical document. In that situation, you might think that you should choose both b and c. Correct answer: c. Stay *within* the boundaries of the question. The ACOP governs and identifies policy that goes beyond just requirements for residency, which is the central theme of the question.



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Always keep in mind the basic instructions for the test. These instructions told you that you were to select the one answer that is *best for each question*. People make many mistakes on tests, even when they know the material well, because they fail to read the instructions carefully or to remember them when they take the test.

On the examination, you will not receive credit for a correct answer if you have chosen two answers to a question. Choosing two answers will be treated as failure to answer the question correctly. Omissions and wrong answers are counted against you in determining your score and you will also not get credit for a correct answer when you choose two answers instead of one.

4. It takes a staff Re-certification Specialist for subsidized housing two hours to handle one interview and complete documentation to meet the requirements for re-certification of each resident on an annual basis. A Specialist works a 40-hour week with 10 hours allowed for meals and travel time. How many Specialists should be hired to handle a weekly caseload of 60 persons?
- a. 3
  - b. 4
  - c. 5
  - d. 6

\_\_\_ a \_\_\_ b \_\_\_ c \_\_\_ d

### DISCUSSION:

Some questions on the examination, like this one, **require basic arithmetic skills** and the ability to apply these skills in solving a practical problem in housing management. You may use blank spaces in the test booklet to do the arithmetic. Then decide which one of the answers you are given is the correct answer.

In answering practice test question 4, first find out how many hours one Specialist is available for interviews and documentation required.



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(Each consultant works)      40    (hours per week)  
   -10    (hours a week for meals and travel)  
   30    (hours a week available for work tasks)

Next, find out how many hours are needed for the given caseload:

60    (persons on caseload)  
x 2    (hours needed for interview, etc.)  
120   (hours needed for the caseload)

Then, find out how many Specialists are required if 120 hours a week are needed for the caseload and 30 hours a week are available for interviews per consultant:

$$120 \div 30 = 4$$

Thus, four (4) Specialists are needed for the caseload and 4 is the correct answer.

Correct answer: b.

5. The following suggestions for improving relations between residents and management were offered by residents at a resident meeting. Which suggestion is LEAST acceptable in practice?
- a. More resident meetings should be held to discuss common problems.
  - b. More encouragement should be given to residents who volunteer to keep the common areas clean.
  - c. Suggestion boxes should be set up at several convenient places in the development.
  - d. A resident committee should be formed to draw up a list of residents who cause the most problems.



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\_\_\_ a \_\_\_ b \_\_\_ c \_\_\_ d

### DISCUSSION:

This question asks you to make a judgment based on your knowledge of public housing management. The key word in the question is LEAST. The central idea in the question is suggestions for improving relations between residents and management. Now think about the possible answers:

- a. Holding more resident meetings is usually an excellent way to improve resident/management relations. Management needs to be visible, accessible and willing to listen to resident concerns and ideas.
- b. Encouraging residents who volunteer to keep common areas clean seems less likely than a to improve resident/management relations, although certainly it would help with maintenance needs. On the other hand, this suggestion might be a good way to improve resident/management relations if it led to more communication between the residents who volunteer and the management. It would also reward the type of positive behavior desired at the property.
- c. Suggestion boxes may be useful in improving resident/management relations. They make it possible for residents to state their ideas without going through the formalities of meetings and appointments, and they encourage people who want to communicate their ideas but do not want to identify themselves.
- d. Setting up a resident committee to make a list of problem residents is clearly an inappropriate management measure. Setting one group of people against another is not only bad management practice but is likely to create dissension and turmoil. It is now evident that d is the correct answer to the sample question.

Correct answer: d.



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It is worth remembering that the answers to questions that use words like LEAST and MOST may not always be as clear cut as in this question. There may be occasions when all the answers could be considered appropriate responses to a stated situation. To get the correct answer in these cases, it is necessary to decide which answer is the LEAST appropriate response (or, if the key word is MOST, the MOST appropriate response), that is, the Least or Most effective.

6. Upon filing a request, a resident is entitled to a hearing for which of the following reasons?
- I. Local Housing Authority (LHA) failure to act in accordance with lease requirements.
  - II. LHA failure to act in accordance with the regulations, policies, or procedures relating to housing standards.
- a. I only
  - b. II only
  - c. Both I and II
  - d. Neither I nor II

\_\_\_ a \_\_\_ b \_\_\_ c \_\_\_ d

### DISCUSSION:

This sample gives you additional practice with a three-stage question. Response I is a very obvious answer to the question, because leases are contracts that obligate both the landlord and resident. But it might be difficult to decide whether response II is also correct if you are not familiar with subsidized/public housing requirements, policies and practices. Under HUD regulations, housing agencies must maintain their premises in a decent, safe, and sanitary condition and in good repair. This requirement is part of the standard LHA lease. Failure to act in accordance with these provisions of a lease is a basis for a hearing. There may



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be others, such as discrimination, lack of due process, etc. Remember to stay within the boundaries of the question.

Correct answer: c

7. In preparing a report regarding the complaints of residents about a subsidized housing development, a public housing manager should do all of the following EXCEPT
- a. Sort the complaints into types.
  - b. Review any applicable LHA policies.
  - c. Record the facts as stated in the complaints.
  - d. Ask the resident advisory group to write the first draft.

\_\_\_\_\_ a \_\_\_\_\_ b \_\_\_\_\_ c \_\_\_\_\_ d

### DISCUSSION:

This question gives you more experience answering questions that use the key word EXCEPT. Again, as you read the possible responses, it may save time if you decide which responses are correct:

- a. Sort the complaints into types. This action would be good to do in writing a report because it would help you determine the subject areas with the most complaints. Sorting the complaints would also make it easier to compare all complaints on the same subject.
- b. Review any applicable LHA policies. This would be another correct answer because you would certainly want a report to reflect LHA policies in responding to resident complaints.



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- c. Record the facts as stated in the complaints. This is a self-evident, basic step in preparing the report.

But d is an exception – you would not ask a resident advisory group to assume your administrative responsibilities in writing a report, although you might consult with the group to gain additional information.

Correct answer: d.

8. When should a housing manager involve staff members in seeking solutions to a request by residents for extra services?
- I. Before deciding the number and type of extra staff needed to carry out the request.
  - II. After residents are given the reasons for honoring or refusing the request.
- a. I only
  - b. II only
  - c. Both I and II
  - d. Neither I nor II

\_\_\_ a \_\_\_ b \_\_\_ c \_\_\_ d

### DISCUSSION

A housing manager's staff is an important resource that should be used in responding to resident requests for extra services. You would want to consult the staff for their ideas about the needs, alternatives and other aspects of extra services before deciding to hire more staff. Response I is clearly correct. But this



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is another three-stage question, and you should not assume that I is the only correct answer.

However, response 2 is clearly wrong. It would serve no purpose to consult your staff members after you had already decided to honor or refuse the residents' request. In areas of problem-solving and communication where there is some time to analyze, seek information before making a decision, an effective manager will engage others perspectives and the staff is a critical resource. However, once a decision is already made by the manager, seeking input after the fact is a waste of time and de-motivating to staff.

Correct answer: a.

9. In writing a letter to a local newspaper in reply to negative articles attacking the LHA admissions policy, the housing manager may do all of the following EXCEPT
- a. Accuse the newspaper of dishonest reporting.
  - b. Quote from the LHA stated policy on admissions and occupancy
  - c. Contact the writer, request a meeting to discuss their perspective and ask them to identify their facts finding to support their charges in the article.
  - d. Ask the designated agency media spokesperson to supply facts to clarify the charges in the newspaper article and contact the writer.

\_\_\_ a \_\_\_ b \_\_\_ c \_\_\_ d

### DISCUSSION:

This question gives you more practice with a question in which EXCEPT is the key word. The first answer – a. Accuse the newspaper of dishonest reporting – seems to be the exception you want here, because it is hard to think of a time



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when making derogatory remarks is the best way to deal with any problem. This type of response only serves to enlarge and expand the differences and increase the conflict.

But when you take a test, **read all the possible answers** to a question because you should know what your alternatives are. There may be a better answer than the one that **you first thought was correct**. However, in this case, answer = a is the answer you want. b and d would be part of a suitable response to the newspaper, because they would provide facts about the LHA admissions policy. c also would be an appropriate action in the given situation, because it would force the discussion into a factual channel and away from emotional charges and countercharges that serve little use; and provides for a show of willingness to be open and communicate with a stakeholder in the community. In fact, it provides an opportunity to build a positive relationship through communication.

Correct answer : a.

10. A resident's neighbors have complained that the resident frequently drinks to excess seeming drunk, yells at them, and uses abusive language. In discussing these complaints with the residents, the housing manager should NOT do which of the following?
- a. Tell the resident in question of all the complaints about the documented complaints of neighbors concerning his or her conduct.
  - b. Meet with the resident, identify the documented complaints focused on the behavior and ask them their side of the story.
  - c. Describe the evils of alcohol and suggest they attend AA meetings.
  - d. Approach the resident about the documented complaints and restate the lease clause concerning resident rights to "peaceful enjoyment of the unit and premises" in a firm manner.

\_\_\_ a \_\_\_ b \_\_\_ c \_\_\_ d



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### **DISCUSSION:**

In this final practice question, the key word is NOT, and the central idea is what you would not do in discussing complaints with the resident. Answer - a - would be useful because it would give the resident some idea of the experience and negative impact of the behavior on other resident neighbors about his or her actions. Answer – b - would also be helpful. It indicates that the manager is not acting on either assumptions or hearsay. Answer – c - has little merit, because moralizing usually has little effect on people’s behavior. In addition, it is not appropriate to resolve and manage conflict by putting people immediately on the defensive. Answer – d - would indicate to the resident the seriousness of the situation. Of these choices, c is clearly the least desirable or effective action to take in the situation and is the correct answer to the question.

Correct answer: c.



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### Chapter VI A Sample Examination

Now that you have had some practice answering questions like those on the examination, you should get additional practice by taking the sample test in this chapter. The 15 multiple-choice questions in the sample test are representative of questions on the certification examination in format, areas of knowledge, skill and ability that are tested, and level of difficulty.

**The best way to take the sample test is to work without stopping.** This method will help you concentrate on learning test-taking methods, and it will give you practice in going through a test from beginning to end without interruption. You want to keep track of the time you spend to complete the 15 question sample. The PHM Examination gives you two hours or 120 minutes to answer 100 questions. This estimates to approximately an average of one and one-half minutes per question. Some will take a little less time others a little more. Timing is important for you to test your pace yourself and make sure that you are using your time well.

Allow yourself no more than 20 minutes to take the sample test, which will give you about one and one-half minutes for each question. This is similar to the amount of time for each question that you will have on the actual examination.

Take the sample test as though you were taking the certification examination. First, answer all the questions that you confidently can answer. Then go back and answer the questions that you find more difficult. Finally, guess the answers to questions when you do not know the answer, because correct guesses will help raise your score. **Note that any unanswered question will be marked incorrect.**

On this sample test, you will mark your answers directly on the sample exam.

Do not look at the correct answers to the sample test, which are provided at the end of the sample examination, until you have answered all of the questions. Do not spend too much time on one question. If you are uncertain or find it difficult, skip it. Worrying over one question and taking too much time can shake your confidence and impact the



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amount of time you have to complete the examination. When you have finished taking the test, use the answer key to correct your answers.

On questions that you answered incorrectly, read each question again and analyze the reasons for your error. Did you fail to read the question carefully? For example, did you overlook an important word in the question, such as NOT or EXCEPT or LEAST or MOST? Did you fail to choose the best, most practical and effective answer to the question? Are you able to identify the correct answer as you think more about a question? Was your error caused by a lack of knowledge, skill, or ability in the specific area of a public housing manager's functions concerning both the task elements and the process of managing? If you were wrong because of a lack of knowledge, you should try to learn more about that particular area of work before taking the PHM Certification Examination.



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### **Sample Practice PHM Multiple-Choice Examination**

**Directions:** Each question or incomplete statement below is followed by four suggested answers or completions. Circle the best answer in each case.

- 1. If you are required to notify residents of a change in policy, which of the following would be the best way to do so?**
  - a. Post the notice in the lobby of the site office.
  - b. Not tell anyone in fear of dissent.
  - c. Send an official notice to all residents.
  - d. Invite the residents to a resident meeting to explain the policy change and follow up by mailing the notices.
  
- 2. Of the following maintenance problems, which item is life threatening?**
  - a. Worn carpet.
  - b. Leaky faucet.
  - c. Trash around the dumpsters.
  - d. Exposed live electrical wires in floor level receptacle.
  
- 3. An employee is suffering personal problems and is missing a lot of work. What should you do about it?**
  - a. Send them a written letter telling them their job is in jeopardy.



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- b. Immediately terminate their employment.
  - c. Review job expectations with the employee and offer any kind of employee assistance programs your organization may have to offer.
  - d. Call an “all staff” meeting and tell the staff that some of them are missing too much work time and must stop this abuse.
- 4. As a manager, you have a resident who has been in your property for 10 years and has never been late with their rent. The resident pays on time every month. You notice on a late rent payment list that their name has been listed and 14-day notices are about to go out. Which of the following is the best thing to do?**
- a. Give them a quick telephone call or visit to see if they are okay.
  - b. Nothing as the 14-day notice must be sent.
  - c. Evict the family immediately.
  - d. Post a 14-day notice on their door.
- 5. You are walking the property/development and see that lots of vandalism by young children is evident in hallways and the grounds. What action should you take?**
- a. Stop allowing children households with children into your property.
  - b. Ask the families to attend a resident meeting to discuss the situation and ask for their ideas on possible actions you and they can take to resolve the situation.



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- c. Mail a stern letter to all residents telling them they need to learn to control their children.
  - d. Fine all the families the split cost of the repairs.
6. **Resident X is requesting a move from one unit to another unit in a different building at the property. The reason the resident is giving for the transfer is their continued conflict with two neighbors in their building. What is the best FIRST action for the manager to initiate**
- a. Tell the resident that the transfer request is denied because it will cost too much money and the budget is currently in a deficit position.
  - b. Consult the ACOP and Lease to determine the criteria required to consider a transfer request by a resident.
  - c. Tell the resident that you will arrange for the move immediately.
  - d. Visit the neighbors in question and tell them that if the complaints continue you will move for their eviction
7. **You are receiving many complaints from various residents at the property about another resident and all the disturbances they are causing. Complaining residents indicate they believe some type of domestic conflict may be involved. You should contact the resident in question immediately and:**
- a. Threaten eviction if the complaints do not cease.
  - b. Tell them the names of those who complained about them and require the resident to stop disturbing others.
  - c. Issue a written lease violation and proceed with an eviction action.



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- d. Document the complaints and meet with the family with the intent to find out their perception of the cause of the complaints and discuss possible options to resolve the disturbance complaints and conflict with other residents.
- 8. You have a job promotion coming up and you have to select someone. What things should you consider when making the decision?**
- a. The age of the employee.
  - b. Their punctuality and how well liked they are in the office.
  - c. Past performance, skills and abilities.
  - d. The connections they have to the Agency Board of Commissioners.
- 9. The federal register publishes federal regulations that are designed to assist an agency in which of the following areas:**
- I Federal Register issued final regulations require a review and appropriate changes to agency policy and possibly lease documents to meet legislative and regulatory compliance requirements.
  - II. Serve to implement changes in legislation that impact the administration of programs that receive federal subsidy assistance.
  - III. Do not allow for any policy development discretion in any area of administration or operation.
  - IV. Assure that all public subsidize affordable housing programs conduct their business in exactly the same way in all policy areas.



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- a. I Only.
  - b. I and III Only
  - c. I and II Only
  - d. I, II, and IV Only
- 10. A resident installs in his apartment a burglar alarm system that will stun and immobilize anyone who turns the door knob after midnight and before 8:00 AM. This resident's lease may be terminated for which of the following "good causes," as stated in his lease?**
- a. Nonpayment of maintenance charges for resident caused damage to existing equipment provided in the unit.
  - b. Serious or repeated interference with the rights of other residents.
  - c. Serious or repeated damage to the premises.
  - d. Creation of physical hazards that threaten the staff and others.
- 11. At a residents' meeting, one of the residents asks the housing manager to do something to stop illegal drug activity conducted on the property by non-residents from outside the property/development from conducting their business near the resident's unit. The housing manager should do which of the following as a response at the meeting?**
- I. Ask the resident to supply more specific information, such as, time of day, location, or other details and document the situation.
  - II. Ask whether other residents at the meeting are aware or witnessed similar activity.



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- III. Ask the residents to take pictures of the activity and submit them.
  - IV. Ask the complaining resident to directly confront the outside persons of their suspicious behavior when they witness it.
- a. I and IV only.
  - b. II, III, and IV only.
  - c. I and III only.
  - d. I and II only.
12. **A member of your maintenance staff tells you that the Average Turnaround Time on vacant apartment units is increasing due to the damages caused and left by exiting residents. In addition, materials needed to make the repairs are often unavailable and there is time lost waiting for the inventory required. Which of the following is the LEAST effective response by the manager to the maintenance staff?**
- a. Advise the maintenance staff that they can only do the best they can with the resources available since funding is reduced and they could write a letter of complaint to their congressional representative
  - b. Ask the maintenance staff to identify the specific materials and you will investigate the reasons for unavailability and slow response.
  - c. Tell the maintenance staff to provide you with a list of recent exiting residents that left significant damage to their unit and you will review the files and take action to attempt to correct the situation.
  - d. Tell the maintenance staff person that you will begin to review and analyze the situation and ask for support from all staff to identify causal issues and let them know the actions you intend to take to improve the situation.



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- 13. A housing manager who observes a staff member talking to an angry and hostile resident should do which of the following?**
- a. Immediately step in and prevent any further discussion and order the staff person back to work.
  - b. Tell the staff member that he or she is not competent to deal with this kind of situation and tell the resident to make an appointment with you at your office.
  - c. Ignore the situation and walk away and allow the discussion to continue.
  - d. Continue to observe the discussion and intervene only if requested or if the situation escalates and becomes violent.
- 14. You have the following maintenance complaints. Which one should be attended to first?**
- a. A Resident in one of your buildings reports smelling gas.
  - b. A resident calls to complain that the bushes need trimming in the common areas.
  - c. The children have littered the play area.
  - d. A broken window in a unit.
- 15. Which of the following should be used to explain to staff members the reason for setting high standards of work performance?**
- I. They have to be set because most workers prefer to waste time rather than work.



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- II. They are useful in determining whether a worker should be promoted or given a merit raise.
  - III. They are there to fulfill the Mission of the agency organization in providing decent, safe and sanitary housing in good repair.
  - IV. They are used to protect the property asset and the property's marketability and financial viability for the future.
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- a. I and II only.
  - b. II only.
  - c. III and IV only.
  - d. IV only.



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### Answer Key for Practice Examination

1. D
2. D
3. C
4. A
5. B
6. B
7. D
8. C
9. C
10. D
11. D
12. A
13. D
14. A
15. C



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### **Chapter VII Recertification**

It is necessary for an individual to take recertification seminars in order to keep the Certified Specialist Public Housing Manager (CS-PHM) Certification recognition. An individual needs to take 0.65 CEUs required every three (3) years.

NAHRO will send letters to certificants alerting them to how much time is left and the number of CEUs necessary to take. NAHRO will also provide individuals with a list of nearby NAHRO seminars they can register for to fulfill the recertification requirement.

NAHRO requires individuals to take recertification seminars for a multiple of reasons. Recertification is necessary since rules and requirements in the housing and redevelopment industry can change. It is necessary for all individuals to take seminars to refresh their knowledge.

NAHRO 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 take seminars to grow as a professional