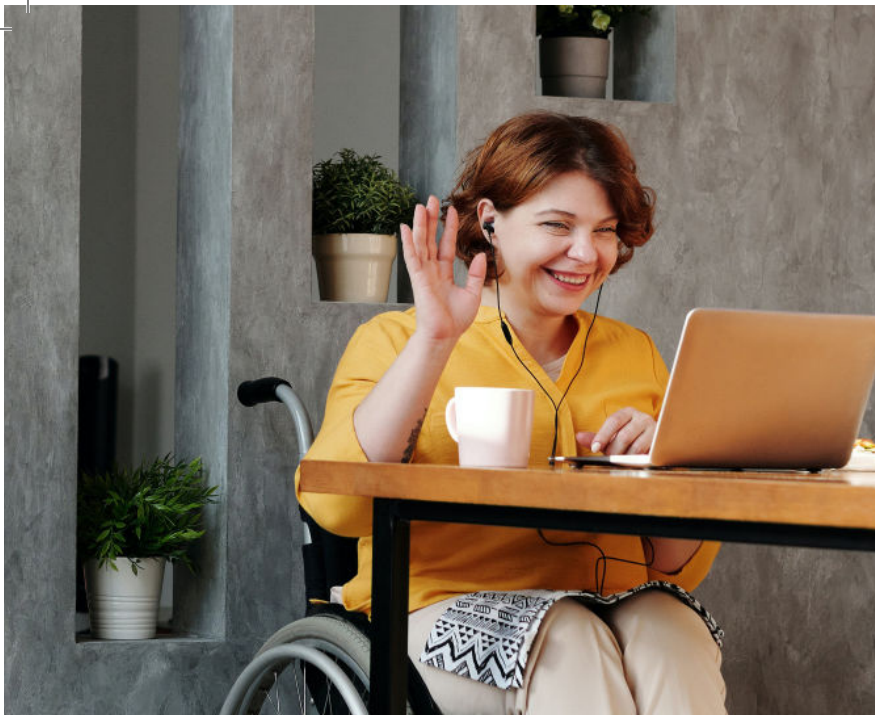




# Training and Certification Catalog



## About NAHRO Professional Development and Certification

NAHRO is the leading provider of professional development and certification in the affordable housing and community development sphere. With more than 56 years of experience, 25 faculty members, and 30 online and in-person trainings and workshops — all of which are monitored by staff and our national Professional Development Committee — NAHRO is well-equipped to provide the training and certification you need to succeed!

# The NAHRO Advantage

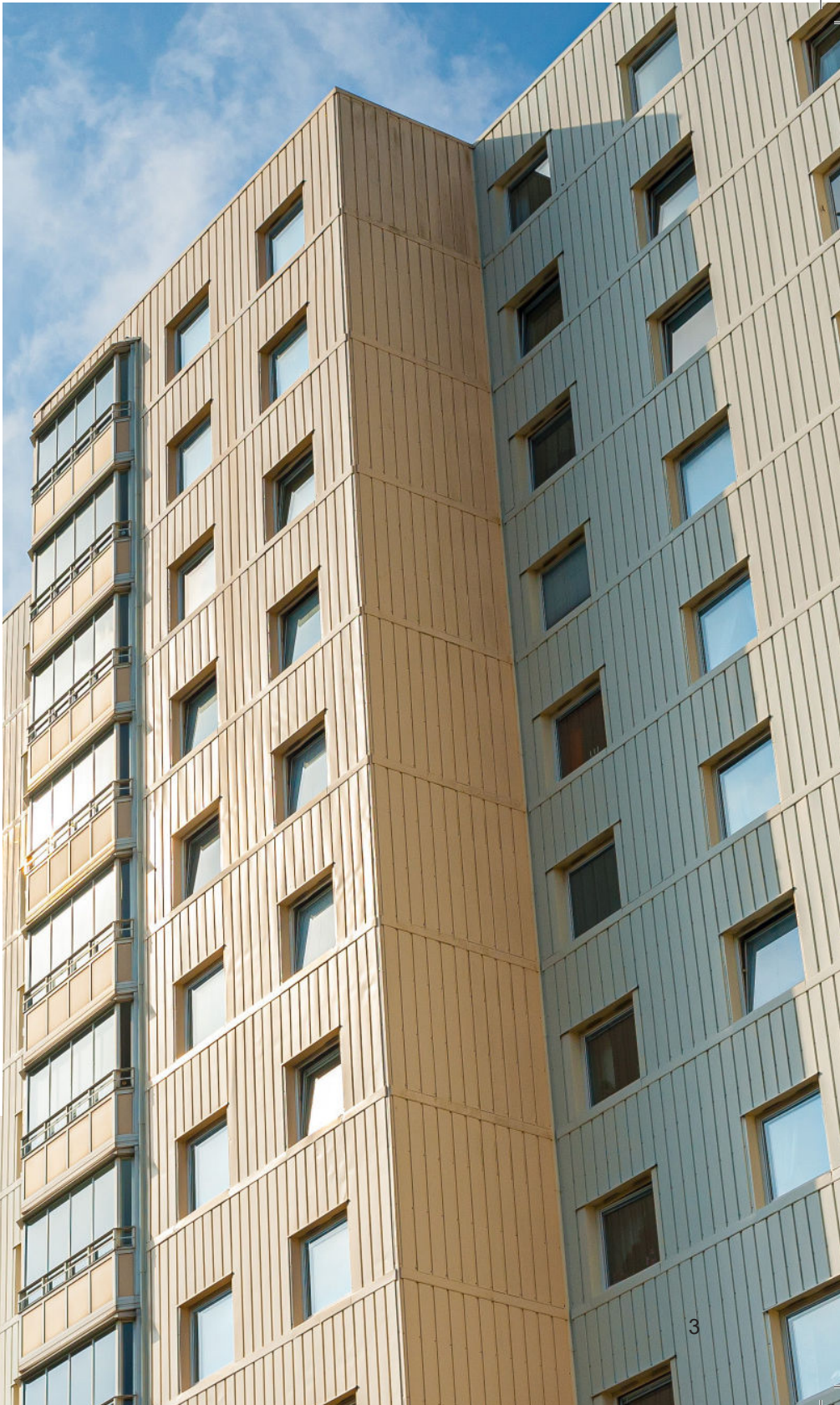
## Why choose NAHRO for your training and certification needs?

- 1 NAHRO is a non-profit.** Educating housers and community builders is a vital part of our mission, and we're here to help you succeed.
- 2 NAHRO faculty are all experienced practitioners.** Who better to teach about navigating the complex regulations of Federal housing programs, the latest leadership, information security, and human resources principles to your agency or organization than someone who's done it for a living?
- 3 Your training dollars keep working for you.** NAHRO reinvests its revenue not just into professional development and certification, but also into its legislative, policy, and advocacy work on behalf of you and the affordable housing industry. NAHRO keeps working for you!



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## NAHRO Certification

Certification affirms a professional's specialized knowledge and experience base. NAHRO offers a variety of certifications in the housing and redevelopment field.

## What Sets NAHRO Certification Apart?

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**NAHRO Certification doesn't require you to take our training!**

Our two paths to certification also consider your years of experience in the field – not just the training you've taken.

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**NAHRO values continuous learning.**

We require certification holders to obtain Continuing Education Units (CEUs) and recertify every three years.

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**NAHRO Certification prioritizes ethics.**

We believe that certified professionals need to be held to the highest ethical standards, and require all certification candidates to take ethics training and sign NAHRO's Code of Professional Conduct.

## Current Certifications:

### NAHRO Commissioner Certification

- NAHRO Certified Commissioner (NCC)

### NAHRO Housing and Voucher Professional Certifications

- Certified Specialist of Eligibility and Calculation - Housing Choice Vouchers (CSEC-HCV)
- Certified Specialist of Eligibility and Calculation - Public Housing (CSEC-PH)
- Certified Specialist of Fair Housing (CSFH)
- Certified Specialist of Family Self-Sufficiency (CSFSS)
- Certified Specialist of Occupancy - Housing Choice Vouchers (CSO-HCV)
- Certified Specialist of Occupancy - Public Housing (CSO-PH)
- Certified Speciliast of HOTMA (CS-HOTMA)

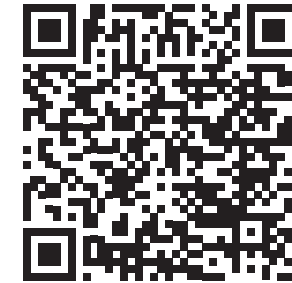
### NAHRO Inspection Certifications

- Certified Specialist of Inspection - Housing Quality Standards (CSI-HQS)
- Certified Specialist of Inspection - NSPIRE (CSI-NSPIRE)
- Certified Specialist of Inspection - NPSIRE-V (CSI-NSPIRE-V)

### NAHRO Management Certifications

- Certified Maintenance Manager of Public Housing (CMM-PH)
- Certified Maintenance Manager (CMM)
- Certified Public Housing Manager (C-PHM)
- Certified Manager of Property Operations (CMPO)
- Certified Manager of Voucher Operations (CMVO)
- Certified Management Executive (CME)

Scan here or visit  
[nahro.org/certification](http://nahro.org/certification)



#### TRAINING CATALOG KEY:



Training associated with  
a NAHRO Certification



Exam



Book/reference material  
available for purchase



# Introduction to Affordable Housing

New to the field? Whether you're a new executive, commissioner, or front line staff member, our training will provide the knowledge you need to succeed in your role!

## The ABC's of Affordable Housing

New housing staff and commissioners face the challenge of translating the “alphabet soup” of housing terms and acronyms and figuring out the differences between our many affordable housing and community development programs. This training is perfect for anyone new to your housing or redevelopment agency.

## Excellence in Customer Service

Providing premiere customer service is critical to the success of our agencies. Examine the shift in our industry's service paradigm, enhance your skills, and improve your ability to provide excellent service to your customers.

## Fair Housing

Public and affordable housing staff are key to ensuring our programs, policies, and services are fair, equitable, and in compliance with the Fair Housing Act. This training covers the Fair Housing, accommodation, and modification requirements for your Public Housing and HCV programs.

### WHAT CUSTOMERS SAY:

*“The instructor was able to keep the session enjoyable which helped keep us all engaged. We were able to learn a lot and have fun doing so.”*

*“[I liked] the opportunity to interact and the mindful solutions to practicing stellar customer service.”*

*“[It] reminded participants that the work we do is very important and the need for us all to give great customer service.”*



### ADDITIONAL RECOMMENDED TRAININGS

- Washington Updates from NAHRO's Legislative Affairs and Policy and Program Development staff

Individuals are recommended to explore trainings that are related to their specific roles and responsibilities within their agency.

# Housing Commissioners

Commissioners are key to the long-term success of their housing agencies. Their job is complex: they oversee their local housing agency and its expenditures of federal, state, and local funding, ensure fairness in the administration of housing policies and compliance with ever-changing laws and regulations, and act as advocates for the housing agency.

NAHRO provides essential training both for new commissioners who need to know the basics, as well as for more experienced commissioners who want to deepen their understanding of their roles and responsibilities for executive success, strategic planning, and the monitoring and oversight of programs, policies, and budgets.

## Advocacy for Commissioners

As housing agencies contend with declining federal investment and consider the Rental Assistance Demonstration and repositioning, advocacy is more important now than ever before. This training covers advocacy basics, its importance, and the benefits it can bring to your housing authority. Participants will examine why they were called to work in the affordable housing industry, discuss advocacy at the local and state level, and look at advocacy's impact on the crucial funding that maintains PHAs and the services they provide to enhance the lives of residents.

## Commissioners Fundamentals

Built as an introduction for new commissioners and a refresher for more experienced commissioners, this training will build a strong foundation for your work as a housing commissioner. We'll cover the commissioner's various roles in overseeing the housing agency, the principles of board governance, the relationship between the board and the executive director/CEO, establishing ethical standards, and advocating for your community's affordable housing needs.

## Commissioners Guide to Monitoring and Oversight

Built for commissioners who have already completed the Commissioners Fundamentals training or are looking for recertification opportunities, this training provides a deeper understanding of the commissioner's role and responsibilities in ensuring their housing agency's health and viability. We'll cover the importance of the commissioner's involvement in strategic planning, oversight of the agency's finance and budget, the board's role in developing policy, and key performance indicators for housing agencies.



## ADDITIONAL RECOMMENDED TRAININGS

- Pay and Compensation: What You Need to Know
- The ABCs of Affordable Housing

# Ethics

Housing agencies are stewards of the public trust, and ensuring your agency and its employees can identify and avoid ethical dilemmas and conflicts of interest is key to building trust within your community. NAHRO requires an ethics training for each of our certification programs because we are committed to promoting ethical conduct in affordable housing.

## Ethics for Commissioners

This essential training will increase a commissioner's understanding of professional conduct guidelines and their ability to recognize and appropriately address common ethics-related issues. Avoid common ethical problems and conflicts of interest in your role as a commissioner and learn how to promote an ethical culture at your agency. Using practical applications and skills assessment exercises to reinforce concepts, Ethics for Commissioners serves as an introduction for new commissioners and a refresher for veterans. It is also a requirement for those who seek to obtain the NAHRO Commissioners Certification.

## Ethics for Housing Professionals

This training introduces frontline staff and specialists to ethical decision-making in the housing industry. Participants will explore the impact of ethical decision-making and learn how ethical behavior benefits housing professionals, organizations, and the housing industry.

Participants will review common housing scenarios to identify ethical dilemmas and conflicts of interest, explore strategies to avoid them, and connect NAHRO's Code of Professional Conduct to their everyday work. This is one of two options for the required ethics training for Specialist or Inspection Certifications.

## Ethics for Management

Intended for agency staff in management positions, this training will define critical management roles and responsibilities in creating an ethical environment within their agency. Participants will discuss strategies to promote ethical behavior amongst all staff and both formal and informal actions that can be taken in the event of ethical conduct violations. This is one of two options for the required ethics training for Specialist or Management Certifications

### WHAT CUSTOMERS SAY:

*"I recently had a situation that involved a conflict of interest with a contractor. I told my boss that [...] attending this training helped me [understand] that fine line of red tape."*



### ADDITIONAL RECOMMENDED TRAININGS

- Excellence in Customer Service
- Fair Housing
- Implicit Bias: What is it and Why Does it Matter?
- Privilege, Bias, and Debiasing Systems
- Preparing for Housing Assistance Payments Termination



# Management & Executive Leadership

The affordable housing industry is changing quickly, and housing leaders need to update their skills and knowledge constantly. Whether you're new to housing leadership or expanding your program knowledge and management skills, NAHRO's executive leadership trainings will help you lead your agency through challenges and changes. They're also an excellent way to prepare for any of NAHRO's six management certifications (see page 5).

## The Definitive Guide for New Executive Directors

Customized for recently promoted or newly hired CEOs and Executive Directors, this training focuses on the role and responsibilities of a new executive leader. We'll cover common housing programs and operational requirements, the role and relationships between the board and the executive director/CEO, detecting and avoiding ethical dilemmas, and more.

## Executive Management and Leadership

This training aims to help senior leadership and executive management create a productive and satisfying organizational culture. We'll explore the impacts of hiring, accountability, workplace culture, policies, training, supervision, coaching, and leadership on your organization. The training also includes a capstone activity – a work plan that will allow you to apply the principles, strategies, and theories covered in the training.

## High Performance Management: The Art of Managing People, Process, and Policy

This training will help supervisors and managers identify their leadership style, adapt it for improved communication and results, and help them hire, coach, and manage successful teams. It includes a TTI DISC assessment of your behavioral style, which we'll use to explore how you can become a high-performance manager.

## PHA Operations for Executive Leaders

Aimed at recently promoted or new-to-the-industry leaders, this training helps executives understand fundamental housing agency operations, systems, and decision-making. You'll learn the basics of the Department of Housing and Urban Development's (HUD's) systems and programs, and about your agency's budgets, subsidies, plans, waiting lists, and more.



## ADDITIONAL RECOMMENDED TRAININGS

- Pay and Compensation: What You Need to Know
- Procurement and Contract Management

Executive leaders may also consider obtaining NAHRO's Certified Management Executive (CME) Certification.

# Housing Choice Voucher (HCV)

The Housing Choice Voucher (HCV) program provides housing to low-income families nationwide. NAHRO offers several different trainings to help you navigate the complexities of the program, from a comprehensive overview to deep dives into specific aspects.

## HCV Occupancy, Eligibility, Income, and Rent Calculation (HCVOEIR)

This comprehensive overview will provide participants with an understanding of the vast regulatory guidance that has formed and shaped the HCV program. It focuses on effective interviewing, waitlist management, screening, outreach, marketing, and accurate application of eligibility, income, and rent calculation regulatory compliance. Most importantly, this training will equip participants with the necessary skills to reduce errors and avoid HUD findings in compliance audits.

## HCV Portability

This training reviews the standards for a family to seek portability and how the initial housing agency and the receiving agency handle the transfer of assistance. This includes processing the relevant forms as well as understanding the special processes of portability under the Violence Against Women Act, reasonable accommodation, Family Self-Sufficiency, Veterans Affairs Supportive Housing, and more.

### WHAT CUSTOMERS SAY:

*“The pace was well managed and there was plenty of opportunity to ask questions or get clarification. [I] also appreciated the additional time to respond to a verbal true-false test. That was very helpful.”*



### ADDITIONAL RECOMMENDED TRAININGS

- Excellence in Customer Service
- Fair Housing
- Implicit Bias: What is it and Why Does it Matter?
- Privilege, Bias, and Debiasing Systems
- Preparing for Housing Assistance Payments (HAP) Termination

# Maintenance, Inspection, Procurement, and Contracting

Regular inspections, repairs, maintenance, and modernization are critical to preserving the housing assets necessary to achieve your agency's strategic goals. NAHRO provides a range of trainings for housing professionals who work in the maintenance, inspection, procurement, and contract management fields.

## How to Effectively Manage your Maintenance Programs

Managing a maintenance program is a huge responsibility. Regardless of property or subsidy type, you'll learn the key skills and knowledge needed to effectively manage your properties, create property-level maintenance plans, supervise operations, and meet your owner/agency's goals for the property.

## Managing Public Housing Maintenance

Public housing maintenance is a challenging line of work. In addition to responding to emergencies, performing routine maintenance, and managing day-to-day operations, you also need to plan, proactively focus on asset preservation, and keep your property management staff happy. This training will take your public housing maintenance program to the next level.

You'll leave with strategies to create or update your Public Housing Maintenance Plan, improve unit turns and REAC scores, as well as more efficiently manage day-to-day maintenance operations.

## Procurement and Contract Management

Learn the ins and outs of administering fair and compliant procurement and contracting programs at your agency, including strategies for documentation, contract management, and Section 3.

## NSPIRE and NSPIRE-V

NAHRO offers two NSPIRE trainings: one for Public Housing and another for Housing Choice Voucher properties.

HUD has begun a complete review and revamp of the Real Estate Assessment Center (REAC) inspection protocols. These trainings will help attendees understand and start preparing for the implementation of NSPIRE.

During these trainings, participants will learn about the new NSPIRE protocol, including standards, scoring, and administration, as well as why HUD is implementing the new protocol.



## ADDITIONAL RECOMMENDED TRAININGS

- High Performance Management
- Capital Fund



# Public Housing

Some 3,300 public housing agencies manage public housing for approximately 1.2 million households. With complicated eligibility and occupancy, aging assets, and complex rules and regulations, training is essential to maintaining an efficient, effective, compliant, and customer-centered public housing program. Our trainings cover everything from marketing and waiting lists to daily operations.

## Public Housing Occupancy, Eligibility, Income, and Rent Calculation (PHOIR) 🎓 📄

Learn the basics of managing public housing applications and waiting lists, occupancy, and the complex rules and requirements for accurate rent calculations and eligibility decisions. Bring your phone or calculator, as you'll have plenty of opportunities to practice.

## Public Housing Manager (PHM) 🎓 📄

Public housing property and asset managers will hone their skills to effectively manage the operations of their Public Housing Asset Management Projects (AMPs). We'll cover the rules and regulations that affect public housing operations as well as strategies to improve leasing, occupancy rates, accounts receivables, asset preservation, Real Estate Assessment Center (REAC) scores, and more.

## Public Housing Applications and Waiting List Management

Do you work with public housing applications or waiting lists? During this training, you'll learn about how the process begins, regulatory requirements, strategies to manage your waiting lists, and more.

### WHAT CUSTOMERS SAY:

*"Very personal and knowledgeable instructor. [They had] all the answers or tried to get [them]."*

*"The presenter was engaging which was helpful. The information was presented in a way we could digest and I like the participatory style."*



### ADDITIONAL RECOMMENDED TRAININGS

- High Performance Management
- Managing Public Housing Maintenance
- Preparing for Lease Termination, Hearing, and Trial
- Capital Fund
- Managing Public Housing Maintenance
- Procurement and Contract Management

# Resident Services

Housing agencies coordinate and implement a wide array of programs and services to enhance their residents' quality of life and promote economic and personal self-sufficiency. These include Family Self-Sufficiency programs, service coordination, and more.

## Family Self-Sufficiency (FSS)

Learn about or refresh your knowledge on creating and sustaining your FSS program, maximizing resources for your participants, and implementing best practices for case management. Connect with other FSS case managers and benefit from your peers' knowledge and experience!

### The Pillar of Your Family Self-Sufficiency (FSS) Program: The Contract of Participation

The success of your FSS program depends on effectively executing and managing the contract of participation. Learn what's required of both the agency and the participating families, and build a foundation that will help your residents reach their goals.

### Team for Success! Developing Effective Resident Councils

Establishing a vibrant resident council can improve relationships within the public housing community, promote collaboration, and provide impactful advocacy opportunities. Successful collaboration can lead to increased development and renovation, promote safe and healthy neighborhoods, and provide pathways to independence for residents.

#### WHAT CUSTOMERS SAY:

*"I liked that the session was set up to assist not only seasoned FSS Coordinators but also new FSS Coordinators."*

*"I liked the collaboration and the open conversation about the new rules and how that actually looks as it's rolled out into effect with our participants."*



#### ADDITIONAL RECOMMENDED TRAININGS

- Ethics for Housing Professionals
- Excellence in Customer Service
- Fair Housing
- Implicit Bias: What is it and Why Does it Matter?
- Privilege, Bias, and Debiasing Systems
- Establishing and Operating the Program Coordinating Committee for your FSS Program
- FSS: A Holistic Approach to Client Engagement

# Additional Trainings:

## HOTMA

- HOTMA Overview
- HOTMA Change in Focus

## Diversity and Inclusion

- Implicit Bias: What is it and Why Does it Matter?
- Privilege, Bias, and Debiasing Systems
- DEI and Community Readiness Training Series

## Organizational Planning and Development

- Succession Planning

## Capital Fund

- Capital Fund

## Technical Assistance

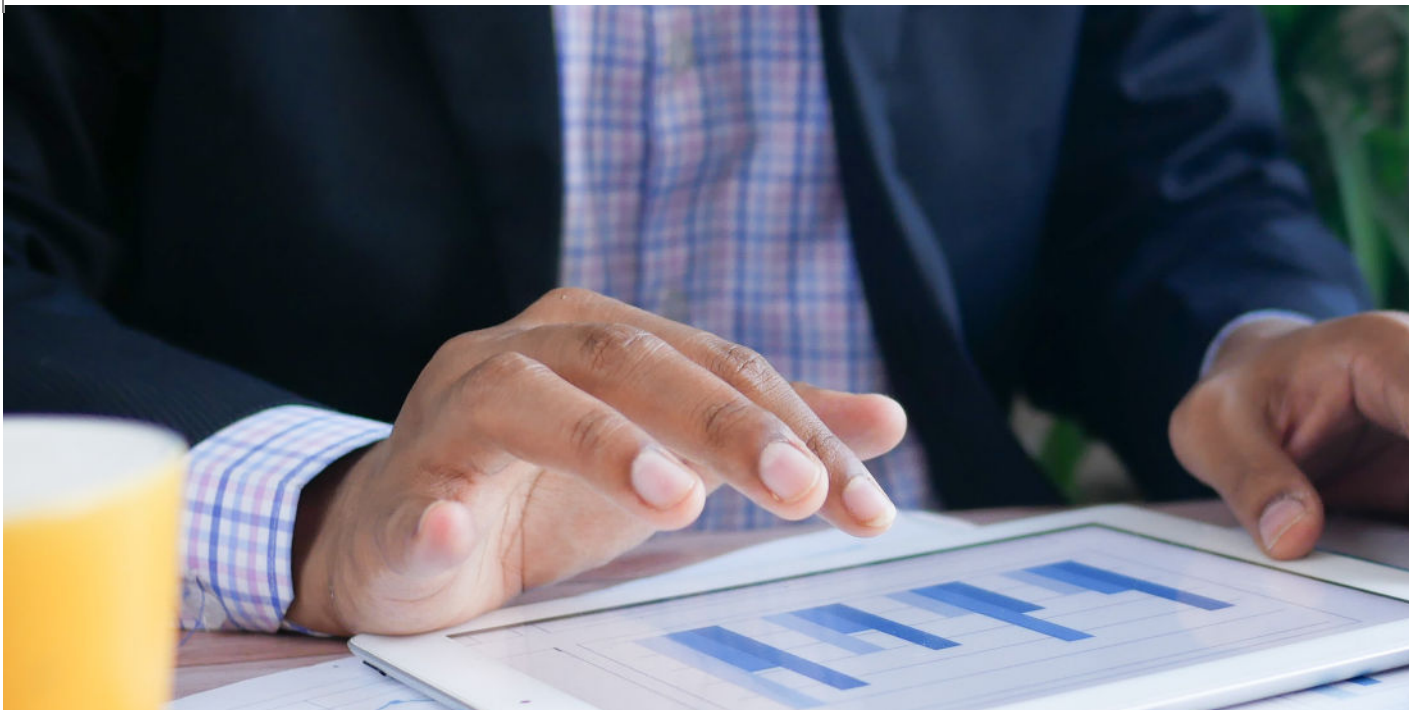
- Salary Studies

**Didn't see what you  
were looking for?**

**Check out more of our  
training and technical  
assistance services.**







## NAHRO Offers Customized Salary Studies for Your Agency

NAHRO performs salary and compensation comparability analyses using the latest industry data and technology. We conduct extensive research to deliver the salary and compensation information you need.

### What Will We Do for You?

Our team will research salary surveys that explain employment and labor market trends in your area. The analysis will include salaries for specific positions within your agency, the relevant geographic area, and comparable industries. We'll then use the results to determine whether your own compensation structure is aligned with like-industry salaries or to establish a salary scale.

### What's Included?

- Pay levels
- Salary increases
- Market-based salary ranges
- Average salary information for the positions within your agency
- Merit salary ranges
- Research for comparable jobs

### Interested? Contact:

**Greg Shpak**

(202) 580-7218

[gshpak@nahro.org](mailto:gshpak@nahro.org)



## About NAHRO

NAHRO, which was established in 1933, is a membership organization of more than 19,500 housing and community development providers and professionals throughout the United States. NAHRO members create and manage affordable housing for low- and middle-income families, and support vibrant communities that enhance the quality of life for all. They administer more than 3 million homes for more than 8 million people.

NAHRO's mission is to be the leading housing and community development association that inspires the creation of strong and sustainable communities.



@nahronational  
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