



VISIONARY SOLUTIONS FOR
GLOBAL COMMUNITIES



NEW

MHLI Training Opportunities



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Military Housing and Lodging Education Programs
for Government and Private Sector Professionals

MHLI Course Summary

100 SERIES

CUSTOMER FOCUS AREA

- CS 100** ■ 2 DAYS / 1.6 CEU
Foundations of Customer Service
- CS 103** ■ 2 DAYS / 1.6 CEU
Effective Communications = Effective Service
- CS 104** ■ 2 DAYS / 1.6 CEU
Turning Destructive Conflict into Productive Action
- CS 105** ■ 2 DAYS / 1.6 CEU
How to Build a Focused, Flexible, Fast, Friendly and Fun Housing Entity: Strategies That Get Results
- HSO 100** ■ 3 DAYS / 2.4 CEU
U.S. Army Housing Services Office: Functional Operations & Management Responsibilities
- HRS 200** ■ 3 DAYS / 2.4 CEU
Advanced U.S. Army Housing Services Office
- NEW! HRS 300** ■ 4.5 DAYS / 3.6 CEU
High Performing Housing Referral Service

200 SERIES

FINANCIAL FOCUS AREA

- FIN 200** ■ 2 DAYS / 1.6 CEU
Foundations of Military Housing Financial Management
- FIN 201** ■ 2 DAYS / 1.6 CEU
The Army Budget Process
- NEW! FIN 204** ■ 2 DAYS / 1.6 CEU
Economics of Asset Management

For details
about PHMA
Certification and
Affiliated Partner
Sponsored Courses,
see pgs. 30-33.

300 SERIES

FACILITIES FOCUS AREA

- FAC 300** ■ 2 DAYS / 1.6 CEU
Foundations of Facilities Management
- FAC 301** ■ 2 DAYS / 1.6 CEU
Foundations of Facilities Management—Army Specific
- FAC 303** ■ 3 DAYS / 2.4 CEU
Housing Inspector/Engineer Technician
- FAC 304** ■ 2 DAYS / 1.6 CEU
Foundations of Asset Management
- FAC 305** ■ 2.5 DAYS / 2.0 CEU
Management of General and Flag Officer Quarters (G&FOQ)—Army Specific
- FAC 306** ■ 3 DAYS / 2.4 CEU
Advanced Housing Inspector's Course
- NEW! FAC 307** ■ 3 DAYS / 2.4 CEU
G³—Green, Greener, Greenest
- NEW! FAC 308** ■ 3 DAYS / 2.4 CEU
Asset Management for the 21st Century

400 SERIES

MANAGEMENT FOCUS AREA

- MGT 400** ■ 4 DAYS / 3.2 CEU
Introduction to Housing Management
- MGT 401** ■ 2.5 DAYS / 2.0 CEU
Getting Started on the Management Career Path
- MGT 402** ■ 2.5 DAYS / 2.0 CEU
Techniques & Process of Leadership
- MGT 403** ■ 2 DAYS / 1.6 CEU
Strategic Leadership for Housing Managers and Directors
- MGT 404** ■ 3 DAYS / 2.4 CEU
Executive Retreat

GENERAL OVERVIEW

500 SERIES

UPH/LODGING FOCUS AREA

- UPH 500** ■ 3 DAYS / 2.4 CEU
Introduction to Unaccompanied Personnel Housing and Furnishings Management
- UPH 500A** ■ 3 DAYS / 2.4 CEU
Introduction to Army UPH and Furnishings Management
- UPH 501** ■ 2 DAYS / 1.6 CEU
Introduction to UPH Management
- UPH 501A** ■ 2 DAYS / 1.6 CEU
Introduction to Army UPH Management
- UPH 502** ■ 2 DAYS / 1.6 CEU
Introduction to Furnishings Management
- UPH 502A** ■ 2 DAYS / 1.6 CEU
Introduction to Army Furnishings Management
- UPH 503** ■ 5 DAYS / 4.0 CEU
Certified Defense Unaccompanied Housing Manager (CDUHM) — Level 1
- NEW! UPH 503A** ■ 5 DAYS / 4.0 CEU
Certified Defense Unaccompanied Housing Manager (CDUHM) — Level 2
- UPH 504** ■ 2 DAYS / 1.6 CEU
Foundations of UPH Management for Privatizing Partners and Contractors
- UPH 505** ■ 3 DAYS / 2.4 CEU
Single Soldier Housing (SSH) and Furnishings Management
- LDG 500** ■ 3 DAYS / 2.4 CEU
Lodging Management Executive Seminar: Rooms Division Management
- LDG 501** ■ 3 DAYS / 2.4 CEU
Lodging Management Executive Seminar: Housekeeping Operations
- LDG 502** ■ 2 DAYS / 1.6 CEU
Lodging Management: Basic Housekeeping Operations
- LDG 503** ■ 2 DAYS / 1.6 CEU
Lodging Management: Facilities Maintenance
- LDG 504** ■ 2 DAYS / 1.6 CEU
Lodging Management: Front Desk Operations

600 SERIES

PRIVATIZATION FOCUS AREA

- PVT 600** ■ 5 DAYS / 4.0 CEU
CDPM™ Level 1
- PVT 600A** ■ 4.5 DAYS / 3.6 CEU
CDPM™ Level 2
- PVT 600B** ■ 4.5 DAYS / 3.6 CEU
CDPM™ Level 3
- PVT 601** ■ 3 DAYS / 2.4 CEU
Foundations of Customer Service, Contracting & Team Building
- PVT 602** ■ 2 DAYS / 1.6 CEU
Foundations of Private Sector Accounting
- PVT 603** ■ 2 DAYS / 1.6 CEU
Using Financial Statements for Decision-Making
- PVT 604** ■ 2 DAYS / 1.6 CEU
Advanced Private Sector Financial Management
- PVT 605** ■ 2 DAYS / 1.6 CEU
Military Culture: Learning the (Select Service or All Services) Way

700 SERIES

GENERAL SKILLS AREA

- GEN 703** ■ 2 DAYS / 1.6 CEU
Stress Management
- NEW! GEN 704** ■ 2 DAYS / 1.6 CEU
Diversity—Individual, Cultural and Organizational
- GEN 705** ■ 2 DAYS / 1.6 CEU
Microsoft Office—Word, Excel, PowerPoint: Practical Application and Integration
- NEW! CF 901** ■ 2 DAYS / 1.6 CEU
First Steps in Your Career Field
- NEW! CF 902** ■ 2 DAYS / 1.6 CEU
Second Steps in Your Career Field—Working on Promotion
- NEW! CF 903** ■ 2 DAYS / 1.6 CEU
Now That I'm at the Top, How Do I Stay Here

About MHLI Training Programs

Introduction

MHLI offers a wide variety of our own courses in all areas of military and privatized housing operations. The courses are of value to both federal and private sector employees. These courses are interactive, with lectures, discussions and exercises in the practical applications relating to housing for military members and/or their families.

In addition to our own courses, MHLI also offers courses from our strategic partners, the Institute of Real Estate Management (IREM), the National Apartment Association (NAA), and from instructors who have been featured at the annual PHMA seminars.

Course Offerings & Customization

MHLI offers a number of courses on an open enrollment basis at various locations throughout the year at competitive pricing. Exact schedules are published and updated at our Web site www.mhli.org.

Courses may also be obtained for a particular location and can be tailored to match local, regional or Service-wide policies and procedures. To pursue obtaining your own course please e-mail: training@mhli.org or call 703-771-0055.

If there is material you would like presented from other training sources, MHLI can also save you time and effort by making these available to you as discussed below. Again, e-mail or call us.

Course Pricing

For individual course registrations, our fees are posted on our Web site (www.mhli.org) and are very competitive.

If you purchase entire courses, we have four basic elements of the cost:

- A basic course cost predicated on a maximum of 30 students. (This basic cost is provided in the MOBIS schedule.)
- Instructor travel and per diem.
- Location specific logistical fees, if any.
- Optional course tailoring requirements, if any.

Continuing Education Units (CEUs)

MHLI has been reviewed and approved as an Authorized Provider of Continuing Education and Training Units by the International Association for Continuing Education and Training (IACET). This recognition signifies that MHLI courses meet the very high standards for ensuring consistent, high-quality development and delivery of training courses.

How to Order

MHLI is an educational nonprofit corporation. Our Federal Tax ID number is 54-1979030 and our Duns # is 151206666.

There are several purchasing methods which can be used for federal staffs to obtain MHLI courses and these may vary based on local procedures. MHLI does accept credit cards, checks or direct deposits via the Central Contractor Registration (CCR) process.

- Fees for open courses ordered through your training department via the DD 1556 route, may be paid with credit card or by government check.
- Fees may be authorized in travel orders and paid by personal travel cards.
- Courses may also be purchased directly via the training office.
- MHLI holds a GSA MOBIS (a multiple award) contract for Training. Depending on the dollar threshold you may order against our contract (GS-10F-0162M) or we are available by competition with other MOBIS contractors. (Ask your contract office to check us out at www.ebuy.gsa.gov.)

Private sector staffs may of course contract directly with us or may reach us through the GSA schedule.

Dress Codes

Dress code for class is business casual, which does NOT include jeans, shorts or tee shirts. Military dress, if required, is by individual Service, but is not recommended by MHLI.

Contact MHLI Today!



154 Fort Evans Rd. NE
Leesburg, VA 20176
703-771-0055 (voice)
703-771-0299 (fax)

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MHLI is proud to join with our strategic partners Professional Housing Management Association (PHMA), the Institute of Real Estate Managers (IREM) and the National Apartment Association (NAA) to present the first Certification program specifically intended for persons involved in the privatization of military housing.

Visit www.mhli.org for a schedule of upcoming classes to become a certified CDPM!

CS 100 ■ 2 DAYS / 1.6 CEU

Foundations of Customer Service

Learn strategies for customer service using a humorous approach to exploring and understanding the diversity of today's military customers. This approach encourages the attendee to incorporate new techniques into daily operation of the housing organization. By the end of this course participants will be better able to:

- Match customers, needs and services.
- Identify both internal and external customers and the unique relationships necessary to provide quality service to each.
- Use appropriate forms and procedures for customer interaction.
- Demonstrate skills, techniques and methods for delivering quality customer service.
- Demonstrate communications skills.

This course is recommended for anyone who has to interact with customers, at any level, as part of their daily tasks. No specific course prerequisites are recommended.

CS 103 ■ 2 DAYS / 1.6 CEU

Effective Communications = Effective Service

This course asks the question "Did you say what you think you meant to say and I heard?" Truly effective communication benefits everyone involved. Participants learn to effectively communicate so others will understand and respond appropriately. Better communication skills lead to better customer service and office interaction. At the conclusion of this course the student will be able to:

- Say what you mean in an effective manner verbally or in writing.
- Be a better listener.
- Select the best methods to get messages across.
- Apply various techniques to communication.

This course is recommended for all personnel working in a Housing Office. No specific course prerequisites are recommended.

CS 103 ■ 2 DAYS / 1.6 CEU

Turning Destructive Conflict into Productive Action

Participants will learn how to understand the dynamics and skills essential for successful mediation and conflict resolution. During the course participants will learn to pinpoint disagreements and practice skills in communications and problem solving to deal with the disagreements. The course includes tools to deal with issues that directly involve the participant, as well as mediation skills to assist others in resolving their disputes. At the end of this course, participants will be better able to:

- Identify approaches individuals use in conflict situations, and effective responses.
- Analyze sources of conflict and strategies appropriate for dealing with conflict in varied contexts.
- Apply a problem solving model to conflict situations.
- Practice communication skills needed to diffuse conflicts.
- Identify skills in managing anger or other difficult emotions.

This course is recommended for all personnel working in a Housing Office. No specific course prerequisites are recommended.

CS 105 ■ 2 DAYS / 1.6 CEU

How to Build a Focused, Flexible, Fast, Friendly and Fun Housing Entity: Strategies That Get Results

PRESENTED BY MARK TOWERS

There is no more room for the status quo in the housing arena. Today's superb housing office is one that requires a unique approach to the clientele that it serves. This one-of-a-kind seminar will provide specifics in terms of how to continually delight clients, improve productivity and enhance morale. You will leave this program with a specific action plan that is tailored to meet your individual needs. At the conclusion of this course students will be able to:

- Implement "hands-on, how-to" skills for easy-to-use strategic planning and "executable" tactics that get results.
- Deal with setbacks, sidetracks and "curve balls".
- Apply key tenants for maximizing your efforts in the marketplace.
- Apply the seven strategic thinking processes of great achievers and how to "operationalize" them on a daily basis.
- Position yourself with stakeholders- the nuts and bolts of effective partnering.

This course is recommended for all personnel working in a Housing Office. No specific course prerequisites are recommended.

HSO 100 ■ 3 DAYS / 2.4 CEU

U.S. Army Housing Services Office: Functional Operations & Management Responsibilities

This course is designed both as a introductory overview of the new Housing Service Office (previously known as CHRRS Office) operations at an installation level, and a foundational course in managing a newly redesigned Housing Services Office. The students will be trained in the necessary skills to effectively perform as a HSO staff member, and will also provide a practical approach to dealing with some of the management challenges that HSO leaders will face. It is intended to establish the base line functional requirements and common levels of support. This course is a must for all Housing Division leaders who are responsible for daily performance, and HSO staff members needed to transition from previous operations to the new standards.

By the end of the training session the student will learn:

- The HSO chart and various job functions roles and responsibilities.
- "A Plus" customer service techniques and concepts.
- Commons Levels of Service for the HSO staff (e.g., home-finding, off-post referrals, customer counseling).
- Dealing with change in difficult situations.
- Basic understanding of transition and change management techniques.
- The HSO leadership expectations and accountability.
- Selecting and developing HSO staff members.
- Organizational structure, planning, and executing common levels of support.
- Operational performance management and measurements.

HRS 200 ■ 3 DAYS / 2.4 CEU

Housing Referral Fundamentals—Army Specific Course

(Formally HSO 200: Advanced US Army Housing Service Office)

The HRS 200 course is designed to provide a more in-depth understanding related to the skill sets necessary to perform Housing Referral in a privatized environment. HRS 200 was developed to further educate the staff on the community's private sector housing market routines in order to provide the best referral services for our Service members and their family members in acquiring housing. This course was not developed to produce real estate agents but to provide more detailed knowledge in the local housing market, real estate practices, mortgage specifics, civilian property management and the general national market trends.

HRS 200 will provide more detailed information on "how" to acquire off-post housing market assets and identifying market trends to deliver superior services to our customers. By the end of this course, the students will learn:

- Advantages/Disadvantages of Renting/Leasing—to include understanding a standard rental contract.
- Property Management (from the civilian perspective)—to include expectations of the landlord and tenant.
- Advantages/Disadvantages of Purchasing a Home.
- Real Estate—understanding the local market and identifying trends.
- Mortgages—overview of current mortgage programs & understanding of terminology.
- Mediation & Facilitation.
- Tenant/Landlord Negotiation.
- Inspection of Facilities.

Successful completion of the HSO 100 Housing Service Office course is a non-waiverable prerequisite.



HRS 300 ■ 4.5 DAYS / 3.6 CEU

High Performing Housing Referral Service

(Formally HRS 300: High Performing Housing Referral Service)

HRS 300 was developed to provide hands-on training for Housing Referral professionals. HRS professionals are bridges between the civilian housing market and the Military family. Thus, not only do we need to adapt to the civilian market practices, but we must also retain and reinforce the sense of a family atmosphere within our housing community.

The Military housing arena has evolved from an asset centric to a customer centric one. In today's complex marketplace and the given the intense involvement demanded on our Housing Referral professionals, continuous learning must take place. Students will receive practical skills training in the following areas:

- Military housing policy.
- Real estate and mortgage transactions.
- Marketing.
- Technology applications and networking.
- Conflict resolution.
- Time and stress management.
- Effective communication
- Teamwork, collaboration and mentoring/coaching.
- Effective meeting skills.
- Interview skills.
- How to develop a result oriented organization.

In addition, the participants will actually design a business plan. This plan will be developed using a self-paced small group methodology and will be briefed as the final course assessment.

Successful completion of the HRS 200 Housing Services Office course is a non-waiverable prerequisite. It is strongly encouraged for students to bring a laptop computer for this course.

FIN 200 ■ 2 DAYS / 1.6 CEU

Foundations of Military Housing Financial Management

Definitions and examples of budget line items, ways to sort through the data and prioritize needed information for budget planning, and an overview of the overall budget process are the basics of this course. At the end of this course, participants will be able to:

- Review the financial management cycle (planning, programming, budgeting, execution, reporting and review).
- Identify roles and responsibilities of the local command through Congressional authorization and appropriation.
- Outline the budget approval process.
- Explain the Congressional limitations and restrictions.
- Describe partnering techniques for working with the local financial manager.

This course is recommended for all Housing personnel who have responsibilities involving the annual budget process and for all supervisors.

FIN 201 ■ 2 DAYS / 1.6 CEU

The Army Budget Process

The complexities of the Army family housing budget are brought down to earth in this straightforward workshop. This course will take the student from the installation level budget preparation and execution to the submission of the Army family housing budget to Congress. At the conclusion of this course, the student will be able to:

- Identify the numerous family housing operating costs and apply them to the appropriate accounting codes.
- Describe cost limitations, funding requirements and techniques for setting priorities.
- Explain the development of the Long Range Work Plan and Annual Work Plan, and relationship to the budget process.
- Understand the impact of the DoD Facilities Sustainment Model (FSM) on the installation's requirements.

This course is recommended for those individuals who have responsibility for managing, monitoring or preparing budget reports and have financial responsibility over the AFH accounts.

NEW

FIN 204 ■ 2 DAYS / 1.6 CEU

Economics of Asset Management

The International Facility Management Association says that the single most critical ability of today's facility manager is to speak the language of the budget. What key metrics should we be looking for? How can we reach our goals in a fiscally sound manner? What should facility managers know about financing? As part of the decision making process understanding both the present cost and future cost or converting the future cost to a today cost is essential if the optimum decision is to be made. Students will learn an understanding of these and other topics:

- Initial capital/investment costs
- Operations and maintenance costs
- Refurbishment and renewal costs
- Lifecycle costing
- Benefit Cost Ratio
- Valuing Assets
- Capital and recurrent expenditures



MHLI offers additional financial training sessions in our Privatization Focus Area. The specialized financial courses we have available are PVT 602, PVT 603, and PVT 604. (Please see descriptions on page 24–27.)

FAC 300 ■ 2 DAYS / 1.6 CEU

Foundations of Facilities Management

This course is designed for personnel involved in the management of government housing facilities. As a foundations course it is intended for personnel who have not had extensive experience in this field. This course is an immersion in the principles and practices of sound facilities management. At the end of this course, participants will be able to:

- Identify processes and procedures for successfully managing government housing facilities.
- Evaluate the day-to-day relationships between the housing offices; the higher headquarters support staff and the onsite contractor staff.
- Model techniques for short and long range maintenance planning.
- Demonstrate familiarity with estimating concepts.
- Describe the steps in successful project and maintenance management.
- Distinguish between maintenance and repair projects, whole house renovations, project development and document preparation.
- Demonstrate familiarity with current OSD policies regarding facilities management.

This course is designed for all personnel new to Housing and who have not had a strong background in facilities management. No specific course prerequisites are recommended.

FAC 301 ■ 2 DAYS / 1.6 CEU

Foundations of Facilities Management—Army Specific

Personnel who manage Army housing facilities will learn general techniques and Army specific procedures for sound facilities management. At the end of this course, participants will be able to:

- Identify processes and procedures for the successful management of Army housing.
- Evaluate the day-to-day relationships between the housing office and the onsite contractor staff.
- Summarize the facilities budget process, including funding limitations, approval authorities and requirements generation.
- Model techniques for short and long range maintenance planning.
- Distinguish between sustainment and restoration projects, whole house renovations, project development and document preparation.
- Understand the importance of maintaining an accurate inventory in IFS.

This course is designed for all Army personnel new to Housing and who have not had a strong background in facilities management. No specific course prerequisites are recommended.

FAC 303 ■ 3 DAYS / 2.4 CEU

Housing Inspector/Engineer Technician

Students will be exposed to the necessary skills and tools to successfully identify and manage the maintenance workload of military housing facilities. Participants will better control their maintenance program by effectively diagnosing the causes of poor maintenance practices and developing a corrective strategy. This course is not a home inspection certification course, nor is it a mechanical or electrical technicians course. At the end of this course, participants will be able to:

- Plan maintenance for vacant quarters.
- Identify the types and purposes of inspections.
- Develop on-site inspection procedures.
- Refresh knowledge of COR duties and responsibilities.
- Gain an understanding of workflow process including work order procedures.
- Enhance customer service and communication techniques.
- Demonstrate practical skills and techniques in inspection procedures.
- Learn techniques of partnering with other service providers.

This course is recommended for personnel involved in the inspection of government housing facilities, either as part of assignment/termination of quarters or BOM work. This course is also recommended for the supervisors of these individuals. No specific course prerequisites are recommended.

FAC 304 ■ 2 DAYS / 1.6 CEU

Foundations of Asset Management

Whether in military housing or private residential situations, being responsible for assets requires knowledge of facilities management and financial planning. This two day course is designed to improve the understanding of the asset management process, emphasizing the retention of quality facilities. At the end of the course, participants will be able to:

- Understand asset conditions, and the concept of sustainment, restoration and modernization.
- Apply the planning process to asset management situations.
- Integrate short and long range financial planning with facilities management.

This course is recommended for those individuals identified as management candidates, GS 9–11/Pay Banding Level I and others with financial or facilities management responsibilities with a housing office. It is recommended that both FAC 300 and FIN 200 or 201 be taken prior to this course.

FAC 305 ■ 2.5 DAYS / 2.0 CEU

Management of General and Flag Officer Quarters (G&FOQ)—Army Specific

General and Flag Officer Quarters (GFOQ) management is one of the most scrutinized areas in military housing. This course will provide basic information on the legal restrictions, facilities management practices and furnishings program guidelines. At the end of this course, participants will be:

- Aware of Congressional guidelines and mandatory reporting requirements.
- Able to apply appropriate guidelines.
- Able to communicate areas of concern.

This course is recommended for anyone with the responsibility of managing GFOQs or interacting with the residents of those quarters. No other specific course prerequisites are recommended.

FAC 306 ■ 3 DAYS / 2.4 CEU

Advanced Housing Inspector's Course

This three day course is designed for personnel involved in the inspection of government housing facilities, and their supervisors. This course is intended to provide a greater depth of understanding for inspectors and is geared toward new construction inspection of family housing dwelling units. Students will be exposed to the various phases of construction from site work to final acceptance. This course is not a home inspection certification course, nor is it a mechanical or electrical technician's course. At the end of this course, participants will be able to:

- Understand the basics of reading blueprints.
- Understand the basic symbols used in construction drawings.
- Identify the points of inspection for concrete and exterior enclosure work.
- Identify the points of inspection for interior electrical work.
- Identify the points of inspection for interior plumbing work.
- Understand the basics of housing HVAC systems.
- Demonstrate practical skills and techniques in inspection procedures.

FAC 303 is a non-waiverable prerequisite for attendance at this course. Students are requested to review and bring with them the text "The Complete Book of Home Inspection", used in the FAC 303 offering. For more information about this course contact Kevin Keating at (540) 364-4578 or send e-mail to keatingk@cox.net.

NEW

FAC 307 ■ 3 DAYS / 2.4 CEU

G³—Green, Greener, Greenest

According to the EPA, “green building is the practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building’s life-cycle from siting to design, construction, operation, maintenance, renovation and deconstruction. This practice expands and complements the classical building design concerns of economy, utility, durability, and comfort.”

So what does this mean to you? How does it impact both traditional housing (family and bachelor) and privatized sites? What is it that I need to know to be able to be a better steward of my assets? For those who are unsure of the answers and/or wish to improve their performance, this course will help you:

- Understand how to determine where you are in terms of being “Green”
- Understand what you can do to be “Greener”
- Consider how these principles fit into your existing and future inventory?
- Understand what works best where?
- Understand what you have to do to be “Greenest”

NEW

FAC 308 ■ 3 DAYS / 2.4 CEU

Asset Management for the 21st Century

With competition for resources increasing and resources becoming scarcer and harder to obtain, what can management do to maximize performance and provide good stewardship? How does management combine the financial, economic, engineering and other practices to the physical assets they are responsible for? In modern organizations, the cost of the physical assets is the second highest financial obligation that leadership and management must fund. The ability to maximize the functionality of the fixed facilities will allow the organization to continually provide the desired level of Service.

The course is the final phase of the PHMA Certified Defense Asset Manager. The course will cover:

- Identification of Infrastructure Asset Management methodology taking a lifecycle approach.
- Asset Management planning.
- Asset Management team importance and involvement in the process.
- Risk Assessment and Management.
- The importance of condition assessment programs and monitoring of performance.

FAC 304 or the IREM equivalent is a non-waiverable prerequisite for attendance at this course.

MGT 400 ■ 4 DAYS / 3.2 CEU

Introduction to Housing Management

This course provides a comprehensive overview of housing operations and as such, provides the building blocks for future career growth. At the end of this course, you will be able to:

- Describe the mission and business of housing.
- Summarize the housing organization including all functional areas and levels.
- Demonstrate improved customer service skills.
- Understand the requirements and importance of facilities and financial management.

This course is recommended for new housing employees and for those who interact with the housing office. No other specific course prerequisites are recommended.

MGT 401 ■ 2.5 DAYS / 2.0 CEU

Getting Started on the Management Career Path

Good management doesn't come naturally—it's learned and practiced over time. This course is intended to help you understand the nature and principles of managing people and processes to achieve objectives. Starting with the basic functions of managers—in a housing office or corporation—this course offers a look at the techniques common to all management and a foundation in the principles of management. At the end of this course you will be able to:

- Define the roles and responsibilities of managers and identify key elements of good management.
- Provide knowledge and awareness of the management field.
- Enable you to maximize the effectiveness of your resources.
- Identify goals and measure performance.
- Apply techniques for team building and motivation.
- Describe and discuss various management processes such as risk management and management by objectives.
- Obtain a familiarity with various management tools such as flow charts, Gantt charts, PERT networks and break-even analysis.
- Identify between a centralized and decentralized organization and identify and describe the five basic grouping formats.
- Apply techniques for team building and motivation.
- Develop basic skill by practical skills training.

This course is designed as the initial course in the Management Focus area. It is intended for personnel involved in the management of personnel at any level. No other specific course prerequisites are recommended.

MGT 402 ■ 2.5 DAYS / 2.0 CEU

Techniques & Process of Leadership

In James Burns' book, *Leadership*, a study is cited with 130 definitions of leadership. This course will not cover them all—but it will provide an exposure to current thinking on the application of leadership principles within the private and public sectors. Key competencies, characteristics, styles and techniques will be evaluated and interpreted for their relevancy to the housing environment. At the end of this course you will be able to:

- Explain current leadership philosophies as applied to the housing environment.
- Demonstrate familiarity with traditional leadership theories and emerging theories.
- Understand the similarities and differences between leadership and management and the roles and responsibilities of each.
- Apply team-building and group dynamics concepts.
- Identify styles of communication.
- Apply appropriate styles of conflict resolution.
- Describe techniques in negotiation.

This course is designed for personnel in a leadership or a management position at any level.

MGT 402 ■ 2 DAYS / 1.6 CEU

Strategic Leadership for Housing Managers and Directors

This course begins with looking at the characteristics of great organizations through an interactive case study about an amazing private sector company whose excellence in customer service, operations, and profitability make it the benchmark for its industry. Then we explore the three major areas of focus that enables successful senior leaders: Strategic Leadership, Operational Effectiveness, and Organizational Systems Assessments (customers, competition, and capabilities). At the end of the course the student will have a good understanding of:

- The characteristics of a great leader and the leader's role in a great organization.
- Team dynamics and repertoire of leadership styles.
- Value chain and supply chain theory and how they apply to housing.
- Measuring performance and evaluating holistic systems.
- Baseline knowledge of situational assessment framework.

This course is designed as the transitional management development course bridging the Level Two and Level Three PHMA certifications. It is recommended for anyone who has completed all of the course prerequisites for attending MGT 404 Executive Retreat.

MGT 404 ■ 3 DAYS / 2.4 CEU

Executive Retreat

This seminar provides a retreat opportunity for individual development, group analysis of contemporary issues, and discussion with senior government and private sector leadership personnel. Course work will be presented in conjunction with a graduate level school of business and will have a public/private sector concentration. Participants will discuss leading industry issues and form their own vision for the future. At the completion of this retreat participants will be able to:

- Associate principles of private sector management with defense housing management.
- Contrast issues within the Defense Department with those of the private sector.
- Diagnose leadership issues.
- Synthesize solutions for management improvements.
- Apply benchmarking methods to effectiveness measures.

Although this retreat is the capstone of the PHMA certification program, it is also applicable for any senior military housing or private sector senior. It is open to Directors of Housing at any grade level and to other personnel generally in Grade GS 12 or equivalent or higher.



PLEASE NOTE: The UPH 500A, UPH 501A and UPH 502A course offerings can be tailored to a specific service.

UPH 500 ■ 3 DAYS / 2.4 CEU

Introduction to Unaccompanied Personnel Housing and Furnishings Management

This three-day course is for personnel assigned to manage UPH and furnishings at all levels both military and civilian. Participants of this course learn the basic elements of UPH and furnishings management. The course requires minimum knowledge of military terminology and basic personal management skills.

Upon completion of this course, participants will:

- Be familiar with required policies, directives and instructions governing UPH and furnishings management.
- Be familiar with terms and abbreviations relating to UPH and furnishings.
- Be able to identify offices in the chain of command responsible for UPH and furnishings management.
- Understand UPH and furnishings financial requirements and budgeting requirements.
- Understand UPH furniture requirements.
- Understand entitlements, minimum standards of acceptable space and privacy.
- Understand utilization requirements.
- Understand Facilities Condition Reporting.
- Be able to develop effective check-in/check-out welcome package that includes all guidance for living in the barracks.
- Understand the requirements of a UPH maintenance program.

UPH 500A ■ 3 DAYS / 2.4 CEU

Introduction to Army UPH and Furnishings Management

This three-day course is for Army personnel assigned to manage UPH and Furnishings at all levels both military and civilian. Participants of this course learn the basic elements of UPH and Furnishings management as it relates to the Army mission. The course requires minimum knowledge of the Army chain of command, Army specific terminology and basic personal management skills.

Upon completion of this course, participants will:

- Be familiar with required policies, directives and instructions governing UPH management.
- Be familiar with terms and abbreviations relating to UPH.
- Be able to identify offices in the chain of command responsible for UPH.
- Understand the Army's Barracks Upgrade Program and the Barracks Modernization Program.
- Understand UPH financial requirements and budgeting requirements.
- Understand UPH furniture requirements.
- Understand the basics of furniture manufacturing and identify minimum quality specifications.
- Develop initial issue and replacement plans using the DoD Package Room Furniture Program.
- Identify funding sources and purchasing requirements for furnishings.
- Develop inventory controls for furnishings.
- Understand the requirements of furniture storage and disposal.
- Understand the requirements for Army Centralized Barracks Management.
- Understand entitlements, minimum standards of acceptable space and privacy.
- Understand utilization requirements.
- Understand the Installation Status Report
- Be able to develop effective Soldier check-in/check-out welcome package that includes all guidance for living in the barracks.
- Understand the requirements of a UPH maintenance program.
- Understand the responsibilities of the Housing Services Office.

Army housing and active duty military personnel registration fees are centrally funded by OACSIM.

UPH 501 ■ 2 DAYS / 1.6 CEU

Introduction to UPH Management

This two-day course is for personnel assigned to manage UPH at all levels both military and civilian. Participants of this course learn the basic elements of UPH management. The course requires minimum knowledge of military terminology and basic personal management skills.

Upon completion of this course, participants will:

- Be familiar with required policies, directives and instructions governing UPH management.
- Be familiar with terms and abbreviations relating to UPH.
- Be able to identify offices in the chain of command responsible for UPH management.
- Understand UPH and furnishings financial requirements and budgeting requirements.
- Understand UPH furniture requirements.
- Understand entitlements, minimum standards of acceptable space and privacy.
- Understand utilization requirements.
- Understand Facilities Condition Reporting.
- Be able to develop effective check-in/check-out welcome package that includes all guidance for living in the barracks.
- Understand the requirements of a UPH maintenance program.

UPH 500A ■ 2 DAYS / 1.6 CEU

Introduction to Army UPH Management

This two-day course is for Army personnel assigned to manage UPH at all levels both military and civilian. Participants of this course learn the basic elements of UPH management as it relates to the Army mission. The course requires minimum knowledge of the Army chain of command, Army specific terminology and basic personal management skills.

Upon completion of this course, participants will:

- Be familiar with required policies, directives and instructions governing UPH management.
- Be familiar with terms and abbreviations relating to UPH.
- Be able to identify offices in the chain of command responsible for UPH.
- Understand the Army's Barracks Upgrade Program and the Barracks Modernization Program.
- Understand UPH financial requirements and budgeting requirements.
- Understand UPH furniture requirements.
- Understand the requirements for Army Centralized Barracks Management.
- Understand entitlements, minimum standards of acceptable space and privacy.
- Understand utilization requirements.
- Understand the Installation Status Report.
- Be able to develop effective Soldier check-in/check-out welcome package that includes all guidance for living in the barracks.
- Understand the requirements of a UPH maintenance program.
- Understand the responsibilities of the Housing Services Office.

For registration go to www.mhli.org. Army housing and active duty military personnel registration fees are centrally funded by OACSIM.

UPH 502 ■ 2 DAYS / 1.6 CEU

Introduction to Furnishings Management

This course provides housing professionals and other personnel assigned to manage furniture programs with a comprehensive overview of requirements as well as minimum furniture specifications established by DoD and the specific Services. The course can be customized to a specific Service requirement and is designed to expose responsible individuals to the objectives listed below:

- Identify references and terminology associated with the management of a DoD furniture program.
- Understand the basics of furniture manufacturing and identify minimum quality specifications.
- Understand the Whole Room Concept.
- Identify minimum requirements for furniture.
- Develop initial issue and replacement plans using the DoD Package Room Furniture Program.
- Identify funding sources and purchasing requirements.
- Develop inventory controls.
- Understand the requirements of furniture storage and disposal.

UPH 502A ■ 2 DAYS / 1.6 CEU

Introduction to Army Furnishings Management

This is a two-day course customized specifically for individuals involved in all aspects of Army furnishings management. This course provides housing professionals and other personnel assigned to manage furniture programs with a comprehensive overview of requirements as well as minimum furniture specifications established by DoD and the Army. The course is designed to expose responsible individuals to the objectives listed below:

- Identify references and terminology associated with the management of Army furnishings programs.
- Understand the basics of furniture manufacturing and identify minimum quality specifications.
- Understand the minimum standards for acceptable space and privacy and current Army UPH facility design specifications.
- Identify minimum requirements for furniture.
- Develop an initial issue furniture plan.
- Identify funding sources and purchasing requirements.
- Understand furnishings and facility warranty issues and furnishings care and maintenance.
- Develop inventory controls.
- Understand the requirements of furniture storage and disposal.

For registration go to www.mhli.org. Army housing and active duty military personnel registration fees are centrally funded by OACSIM.

UPH 503 ■ 5 DAYS / 4.0 CEU

Certified Defense Unaccompanied Housing Manager (CDUHM) — Level 1

MHLI is proud to join with our strategic partners the Professional Housing Management Association and the National Apartment Association to present the first certification program specifically intended for persons involved in the management of unaccompanied housing (UH). This course is relevant to both permanent party and transient UH. Successful completion of this five day course will earn you certification as a Defense Unaccompanied Housing Manager. This course is designed to provide a UH manager with the basic skills required to manage a UH operation that has not been privatized yet. This would include permanent party, transient and student UH. Attendees will be required to participate in group exercises as well as doing subject matter research to be ready for each days' lessons. Attendees will be required to pass the final open text examination with a score of 85% or better to receive certification.

Upon completion of this course attendees will:

- Understand the current state of the DoD UH Program and its goals.
- Understand the requirements for quality facilities maintenance and long range maintenance planning.
- Understand current human resources requirements.
- Understand mission, functions and tasks.
- Develop a minimum staffing requirement.
- Understand the requirements for developing standard operating procedures for each function in a UH operation.
- Understand the DoD budget process.
- Develop minimum funding requirements for UH operations.
- Understand UH furnishings requirements and quality furniture specifications.
- Develop an initial issue furniture requirement.
- Understand UH contract requirements.
- Develop a statement of work for a UH function.

Before attending this course, you must attend a three-day UPH 500 series course or both of the two-day UPH 501 series and UPH 502 series courses. You must also currently be working in or will be assigned to a position in UH management. Attendance at a prerequisite course will be waived if the student can demonstrate a minimum of five years in a UH management position.

NEW

UPH 503A ■ 5 DAYS / 4.0 CEU

Certified Defense Unaccompanied Housing Manager (CDUHM) — Level 2

MHLI is proud to join with our strategic partners the Professional Housing Management Association and the National Apartment Association to present the second course in our certification program specifically intended for persons involved in the management of Unaccompanied Housing (UH). This course is relevant to managers of housing specifically assignable to Single Servicemembers. Successful completion of this five day course will earn you certification as a Defense Unaccompanied Housing Manager Level II. This course is designed to provide a UH manager with the advanced skills required to manage a UH operation and also addresses the concepts of privatization of UH. Attendees will be required to participate in group exercises as well as subject matter research to be ready for each day's lessons. Attendees will be required to participate in a group final presentation. Attendees are encouraged to bring a laptop to the class.

Upon completion of this course attendees will:

- Understand upper level leadership and management concepts.
- Understand the requirements for quality facilities maintenance and long range maintenance planning including preventative maintenance programs.
- Develop staffing requirements based on established mission, functions and tasks and budget constraints.
- Develop standard operating procedures for each function in a UH operation.
- Perform cost benefit analysis for determining the most cost effective delivery of service.
- Develop a performance-based Statement of Work for a UH operation.
- Develop long range funding requirements for UH operations.
- Develop and justify future year program requirements.

Before attending this course you must complete UPH 503 and be certified as a CDUHM Level I. Waivers of the prerequisite will not be considered.

UPH 504 ■ 2 DAYS / 1.6 CEU

Foundations of UPH Management for Privatizing Partners and Contractors

As each military service prepares to privatize its single service member housing, MHLI has opened the doors to its UPH management course to those companies preparing to compete in the UPH Privatization/Outsourcing process. This two day course covers the basic information that a new manager needs to operate UPH in today's fast paced UPH Management environment. The course can be made specific to a single Service and can include specific company policies and procedures if established.

- Abbreviations and Terms.
- History and Mission of a UPH organization.
- The UPH Chain of Command.
- Financial Management and Planning.
- Entitlements, Assignments and Terminations.
- Utilization and Maintenance of UPH.
- Furniture Management.
- Cleaning Standards and Facility Quality Assurance.
- Housing Referral Office.

Over nine sessions, students will become familiar with all aspects of the current Service UPH Program. At the completion of the basic course, graduates will:

- Be able to locate required policies, directives and regulations governing PP UPH Management.
- Be familiar with UPH terms and abbreviations.
- Identify the offices in the chain of command tasked with the responsibility for UPH management.
- Have a working knowledge of UPH financial requirements and the budget process.
- Understand the basics of UPH furniture requirements.
- Be able to develop minimum cleaning standards for in-room and common areas.
- Understand facilities maintenance program requirements.
- Understand the Housing Referral Office responsibilities and functions.

UPH 505 ■ 3 DAYS / 2.4 CEU

Single Soldier Housing (SSH) and Furnishings Management

This three day course is for Army personnel assigned to manage SSH and Furnishings at all levels both military and civilian under the new First Sergeants Barracks Initiative (FSBI). Participants of this course learn the basic elements of SSH and Furnishings Management as it relates to the Army mission and how to implement Army directives related to the FSBI program. The course requires minimum knowledge of the Army chain of command, Army specific terminology and basic personal management skills.

Upon completion of this course, participants will:

- Be familiar with required policies, directives and instructions governing SSH management.
- Be familiar with terms and abbreviations relating to SSH.
- Understand the requirements for the Army FSBI program.
- Be able to identify offices in the chain of command responsible for SSH under FSBI.
- Understand the Army's Barracks Upgrade Program and the Barracks Modernization Program.
- Understand SSH financial requirements and budgeting requirements under FSBI.
- Understand SSH furniture requirements.
- Understand the basics of furniture manufacturing and identify minimum quality specifications.
- Develop initial issue and replacement plans using the Army Furnishings manual.
- Identify funding sources and purchasing requirements for furnishings.
- Develop inventory controls for furnishings.
- Understand the requirements of furniture storage and disposal.
- Understand entitlements, minimum standards of acceptable space and privacy.
- Understand utilization requirements under FSBI.
- Understand the Installation Status Report.
- Be able to develop effective Soldier check-in/check-out welcome package that includes all guidance for living in the barracks.
- Understand the requirements of a SSH maintenance program.
- Understand the requirements for housing Warriors in Transition.

Army housing and active duty military personnel registration fees are centrally funded by OACSIM.

LDG 500 ■ 3 DAYS / 2.4 CEU

Lodging Management Executive Seminar: Rooms Division Management

This is a three day course customized to the needs of the Lodging Manager, the Executive Housekeeper, Supply Manager and the Front Desk Manager. The course provides your management staff with the information related to managing a successful Lodging operation. There is an overview of requirements as well as significant customer service and management refresher training. This course can be customized to a specific Service's requirements. The course is designed to expose responsible individuals to the objectives listed below:

- Understanding of the mission, functions and tasks of Lodging.
- Effective communication and customer service.
- Basic management principles and team building.
- Overview of furniture fixtures and equipment requirements.
- Developing quality control and customer satisfaction standards.
- Document management and basic computer skills.
- Developing inventory controls, storage procedures and disposal requirements.
- Examine key control, security issues and emergency procedures.
- Review and development of Lodging operation staffing requirements.

LDG 501 ■ 3 DAYS / 2.4 CEU

Lodging Management Executive Seminar: Housekeeping Operations

This is a three day course customized to the needs of the Lodging Manager, the Executive Housekeeper and the Front Desk Manager. The course provides your management staff with the information related to managing a successful Housekeeping operation. There is an overview of requirements as well as significant customer service and management refresher training. This course can be customized to a specific Service's requirements. The course is designed to expose responsible individuals to the objectives listed below:

- Understanding of the mission, functions and tasks of Housekeeping.
- Understanding effective communication and customer service.
- Overview of basic management principles.
- Identifying furniture fixtures and equipment requirements.
- Developing proper room cleaning procedures and quality control.
- Review document management, basic computer skills.
- Develop inventory controls, storage procedures and disposal.
- Examine key control, security issues and emergency procedures.
- Review and develop blood-borne pathogen exposure control procedures.
- Review and development of Housekeeping staffing requirements.

LDG 502 ■ 2 DAYS / 1.6 CEU

Lodging Management: Basic Housekeeping Operations

This is a two day course customized to the needs of the Executive Housekeeper, housekeepers and janitors. The course provides your staff with the information related to basic management requirements for a successful Housekeeping operation. There is an overview of requirements as well as significant customer service and communications refresher training. This course can be customized to a specific Service's requirements. The course is designed to expose responsible individuals to the objectives listed below:

- Understanding of the mission, functions and tasks of Housekeeping.
- Understanding effective communication and customer Service.
- Identifying furniture fixtures and equipment requirements.
- Reviewing proper room cleaning procedures and quality control.
- Review document management, basic computer skills.
- Reviewing inventory controls, storage procedures and disposal.
- Examine key control, security issues and emergency procedures.
- Review blood-borne pathogen exposure control procedures.
- Review Housekeeping staffing requirements.

LDG 503 ■ 2 DAYS / 1.6 CEU

Lodging Management: Facilities Maintenance

This is a two day course customized for individuals involved in all aspects of facilities maintenance management for Unaccompanied Personnel Housing and Lodging. This course provides housing professionals and other personnel assigned to facility maintenance programs with a comprehensive overview of requirements for long and short term planning and day-to-day routine facility maintenance. This course can be customized to a specific Service requirement. The course is designed to expose responsible individuals to the objectives listed below:

- Identify references and terminology associated with facility maintenance.
- Learn and apply policies governing facility maintenance.
- Understand customer relations.
- Identify requirements for trouble call maintenance.
- Understand long and short range maintenance plans.
- Learn how to track maintenance history.
- Understand the purpose of a Self-Help program.
- Understand the requirements for maintenance contract management, military construction, renovation planning and contract cleaning requirements

LDG 504 ■ 2 DAYS / 1.6 CEU

Lodging Management: Front Desk Operations

This is a two day course customized for the Front Desk Supervisor, Front Desk Clerk and Reservations Clerk. The course provides your Front Desk staff with the basic information related to any successful Front Desk/ Reception Desk where your guests/residents first check-in. There is an overview of requirements as well as significant customer service refresher training. This course can be customized to a specific Service's requirements. The course is designed to expose responsible individuals to the objectives listed below:

- Understand the mission, functions and tasks of a Front Desk operation.
- Review of assignment criteria and the DoD Minimum Standards of Acceptable Space and Privacy.
- Review policies relevant to certificates of non-availability, Basic Housing Allowances and per diem.
- Describe proper check-in/check-out procedures.
- Review document management, basic computer skills and cash handling procedures.
- Develop inventory controls, storage procedures and disposal.
- Examine key control, security issues and emergency procedures.
- Understand rooms management and utilization planning.



PLEASE NOTE: The following courses are of general interest and use to all personnel working in military housing of any type. They are, however, vital to those personnel, federal or private sector, who are or will be involved with privatization.

PVT 600 ■ 5 DAYS / 4.0 CEU

Certified Defense Privatization Manager—CDPM™ Level 1

MHLI is proud to join with our strategic partners Professional Housing Management Association, the Institute of Real Estate Managers (IREM) and the National Apartment Association (NAA) to present the first Certification program specifically intended for persons involved in the privatization of military housing. This is a Level One offering and is intended to cover the privatization process from concept to pre-transition. The intent is to prepare the management level personnel for not only the requirements of the privatization process but to recognize challenges to the management process in the traditional housing office. Course will cover the Congressional legislation applicable to privatization, the Department of Defense guidance, a comparison of the various Service's programs, ethical considerations, private sector maintenance, financial and human resource practices as compared to current Service practices. Also discussed are the traditional management roles of communicating and directing work flow, team building considerations and change management in order to better prepare the management personnel to successfully transition from a traditional housing operation to a privatized operation. Upon completing the course, the participants will be better able to:

- Understand the privatization processes and goals of the Services.
- Understand the role of the private sector partners.
- Determine how to participate in the privatization process.
- Develop and maintain working partnerships.
- Understand the methodologies for results oriented oversight.

This course is intended for all levels of personnel who are or may be involved in the privatization of military housing.

PVT 602/603/604 ■ 5 DAYS / 4.0 CEU

Private Sector Accounting & Financial Management

This five day course is designed for those individuals who must use the financial statements of commercial enterprises in the performance of their duties and have not had a previous course in accounting. Individuals who have had a course in accounting but have not used this knowledge for a period of time would benefit from the course. The course begins with an introduction to financial accounting, the accounting process and accounting terminology, continues into preparing spreadsheets and formulating decisions based upon financial data and finishes with the unique accounting practices of selected industries, particularly construction and property management. This knowledge is then used in solving complex financial management problems and conducting sophisticated financial analyses. Students will introduced to the unique accounting practices of selected industries, particularly construction and property management. A case study format will be utilized. This is a "roll up" your sleeves course.

Upon completing the course, participants will be able to:

- Understand accounting issues unique to the construction and property management fields.
- Conduct sophisticated financial analyses.
- Demonstrate knowledge through a comprehensive financial management case study.

PVT 600A ■ 4.5 DAYS / 3.6 CEU

Certified Defense Privatization Manager—CDPM™ Level 2

MHLI is proud to join with our strategic partners Professional Housing Management Association, the Institute of Real Estate Managers (IREM) and the National Apartment Association (NAA) to present the first Certification program specifically intended for persons involved in the privatization of military housing. This is a Level Two offering and is intended to cover the privatization process from transition to long term viability. The intent is to prepare management level personnel for the requirements of the PAM process and provide training in financial analysis to assist in identifying trends that may positively or negatively affect the program success. Course will cover the Congressional and the Department of Defense PAM reporting requirements, the PEP program, responsibilities of the Portfolio and Asset Manager, private sector financial reporting metrics and evaluation of financial spreadsheet data to assist in the decision making process. Also discussed will be personnel transition issue, program continuity and other management tasks identified in the various Service's Lesson Learned seminars. Upon completing the course, the participants will be better able to:

- Understand the principles of partnering.
- Understand the framework and requirements of the Department of Defense Portfolio Asset Management Program.
- Understand the monthly, quarterly, semi-annual and annual reporting requirements and metrics of the DoD PAM Program.
- Understand, through a multi-day case study the financial considerations in determining project trends and long-term financial viability.
- Understand the relationships between privatized and non-privatized assets and operational requirements that may exist on various installations/bases. This will include a discussion on the various Services' residual traditional housing operations.

Successful completion of the PVT 600 Certified Defense Privatization Manager CDPM™ Level 1 course is a non-waiverable prerequisite. Management personnel who will be responsible for the oversight, Portfolio Asset Management responsibilities and long term viability of their respective Service's privatization program should attend this training. It is also strongly recommended that individuals have previous training in private sector financial practices. These skill sets can be developed through courses PVT 602, PVT 603, and PVT 604.

PVT 600B ■ 4.5 DAYS / 3.6 CEU

Certified Defense Privatization Manager—CDPM™ Level 3

CAPSTONE COURSE OF THE CDPM™ SERIES

With the maturing of both the privatization process and the training jointly provided by PHMA/IREM/NAA, an overall long-term capstone program was mandated. This course will concentrate on maintaining the relationships and sustaining the privatization project through the term of the ground lease. This training is designed to enable the Asset Manager to successfully develop the successive future generations and lay the groundwork for continued success. Through this course the student will learn how to:

- Sustain the Vision through Strategic Planning
- Sustain the People through Mediation, Negotiation, Teamwork, Integrity and Ethics.
- Sustain the Agreement through a better understanding of both public and private sector Real Estate.
- Sustain the Asset through applying Problem Solving techniques and understanding Project Management as a discipline.

Material will be presented through classroom lectures, student discussions and group exercises and case studies. Successful completion of both CDPM™ Level 1 and CDPM™ Level 2 are mandatory prerequisites.



MHLI will offer a series of pre-privatization training sessions. These courses will target specific installations. Course descriptions and topic lists will be published separately.

PVT 601 ■ 3 DAYS / 2.4 CEU

Foundations of Customer Service, Contracting & Team Building

This course will cover three main topic areas. Students will learn strategies for customer service using a humorous approach to exploring and understanding the diversity of today's military customers. Students will be introduced to basic contracting in accordance with the FAR, importance of the Performance Work Statement, and roles and responsibilities of the COR/COTR. Fundamentals of team building will be covered, with emphasis on the formation of successful teams, responsibilities of team members and roles of organizational personnel within and outside of the formal team. While an introductory level course, students will refine their skills through interactive practical exercises and group participation. By the end of this course participants will be better able to:

- Match customers, needs and services.
- Use appropriate forms and procedures for customer interaction.
- Demonstrate skills, techniques and methods for delivering quality customer service.
- Understand the difference between work groups and teams and the importance of each.
- Identify the different types of teams and their purposes.
- Demonstrate an understanding of the importance of team goals, selection of team members and leadership within a team.
- Understand the importance of proper communication techniques.
- Understand the importance of contract monitoring by the COR/COTR and limitations on their authority.

This course is a specialized course that combines CS 100 with added emphasis on responsibilities of the COR/COTR and basic team building. It is intended primarily for those staffs who are or may be involved with the privatization of military housing. No specific course prerequisites are recommended.

PVT 602 ■ 2 DAYS / 1.6 CEU

Foundations of Private Sector Accounting

This course is designed for those individuals who must use the financial statements of commercial enterprises in the performance of their duties and have not had a previous course in accounting. Also, individuals who have had a course in accounting but have not used this knowledge for a period of time would benefit from the course. The course is an introduction to financial accounting, the accounting process and accounting terminology. Upon completing the course, the participants will be able to:

- Understand the accounting process.
- Identify the basic financial statements.
- Understand the content of the basic financial statements.
- Understand basic financial accounting terminology.

This course is intended primarily for those staffs who are or may be involved with the privatization of military housing. No specific course prerequisites are recommended.

PVT 603 ■ 2 DAYS / 1.6 CEU

Using Financial Statements for Decision-Making

This course builds upon the knowledge gained in FIN 201. Participants will prepare basic financial statements and make financial decisions using the information contained in these statements. Upon completing the course, the participants will be able to:

- Record financial data and prepare financial statements.
- Understand the relationships among the financial statements.
- Use accounting information in making management decisions.

This course is recommended to all personnel dealing with private sector companies/contractors in order to understand the financial decision making process. PVT 602 is recommended before taking this course.

PVT 604 ■ 2 DAYS / 1.6 CEU

Advanced Private Sector Financial Management

This course utilizes the knowledge gained in PVT 603 and introduces more advanced financial concepts. This knowledge is then used in solving complex financial management problems and conducting sophisticated financial analyses. Students will be introduced to the unique accounting practices of selected industries, particularly construction and property management. A case study format will be utilized. Upon completing the course, participants will be able to:

- Understand accounting issues unique to the construction and property management fields.
- Conduct sophisticated financial analyses.
- Demonstrate knowledge through a comprehensive financial management case study.

This is an executive level course designed to better acquaint personnel with the process and uses of income statements and other accounting tools in decision making. It is intended primarily for those persons who are or may be involved with the privatization of military housing PVT 602 and PVT 603 or equivalent courses are prerequisites.

PVT 604 ■ 2 DAYS / 1.6 CEU

Military Culture: Learning the (Select Service or All Services) Way

This seminar offers detailed practical advice on connecting with these specific customers. You will leave with new understanding of your Service customer and user-friendly reference material. The course material can be customized to a specific area or company requirements.

Topics covered include:

- Overview of privatization in the selected Service.
- The selected Service organization.
- Selected Service culture.
- Selected Service housing processes.

At the conclusion of the seminar, the student will be able to:

- Understand the requirements of selected Service privatization.
- Understand selected Service vocabulary and selected Service traditions.
- Understand the selected Service chain of command.
- Understand selected Service housing requirements.

This course is designed for those private sector firms desiring better understanding of the Selected Service housing market and those companies seeking to do business in the Selected Service privatization market.



PLEASE NOTE: This is not considered a “Focus Area” for certification purposes.

GEN 703 ■ 2 DAYS / 1.6 CEU

Stress Management

This seminar includes a video presentation, exercises, handouts and humor in an introduction to stress management tools. The presenter obtains a commitment from each participant to implement the enriching and oftentimes life-saving tools obtained in this training. At the conclusion of this course, the student will be able to:

- Distinguish between different stress management techniques.
- Apply stress management tools and techniques on the job.

NEW

GEN 704 ■ 2 DAYS / 1.6 CEU

Diversity—Individual, Cultural and Organizational

Cultural diversity is a phrase synonymous with America. Every culture brings a unique contribution of views, customs, and experience. In today's organization, the ability to think creatively as a whole, is an important element in solving the problems necessary for an organization to grow. While cultural diversity has the potential for organizational chaos, it can also be a great tool in promoting organizational growth. This course turns misunderstanding into pride and enthusiasm by increasing cultural awareness and sensitivity. Body language, eye contact and common phrase usage are all discussed and analyzed for possible misunderstanding. At the conclusion of this course, the student will be able to:

- Explore our natural tendency toward diversity.
- Identify cultural awareness and sensitivity techniques.
- Analyze the importance of body language, common phrases and idioms.
- Apply cultural sensitivity techniques to the job place.
- Identify the potential benefits diversity can bring to the job place.

GEN 705 ■ 2 DAYS / 1.6 CEU

Microsoft Office—Word, Excel, PowerPoint: Practical Application and Integration

PRESENTED BY BARRY SINGER

Personnel who manage military housing facilities will learn practical uses of the Microsoft Office applications. This will include how to reduce the time it takes to produce their current documents, workbooks and presentations. By the end of the course, students will be able to:

- Identify methods for increasing productivity.
- Evaluate the requirements for producing various documents and worksheets.
- Summarize the steps for reducing repetitive tasks.
- Understand Microsoft Office automation tools.
- Integration of the programs to increase efficiency and accuracy.

NEW

CF 901 ■ 2 DAYS / 1.6 CEU

First Steps in Your Career Field

What do I need to know to get started on the right foot? What are the basic skills that I need to succeed in my job? This course is designed for new employees in grades GS-4 through GS-9. While it is geared primarily for employees in the 1173 career field, the material presented has applicability to all career fields. Students will learn the basic technical fundamentals, dealing with people, customers, and co-workers; and an introduction to management and leadership. At the end of the session, students will have a greater understanding of:

- The importance of effective oral and written communications.
- Building relationships, mediating disputes and counseling techniques.
- CPAC functions and the importance of position descriptions.
- Establishing priorities and problem solving.
- Similarities and differences between a manager and a leader.

NEW

CF 902 ■ 2 DAYS / 1.6 CEU

Second Steps in Your Career Field— Working on Promotion

Having successfully started moving up the ladder in your career field it's time to acquire more skills and improve those you have already learned. This class is designed towards the mid-level employee in grades GS-9 thru GS-13. While it is geared primarily for employees in the 1173 career field, the material presented has applicability to all career fields. Students will learn technical skills dealing with both the private and public; people skills in building teams and improving work groups; managing employees and developing your staff. Additionally, at the end of the session, students will have a greater understanding of:

- Contract development and administration.
- The importance of mentoring.
- Maintaining an ethical environment.
- Goal setting and action plans.
- Long range planning.
- Operational vision and managing challenges.

NEW

CF 903 ■ 2 DAYS / 1.6 CEU

Now That I'm at the Top, How Do I Stay Here

You've moved to the upper echelon of your chosen career field. While you have successfully progressed over the years, your learning is not over. Positions of greater responsibility require an entire new set of skills. This class is designed towards employees in the grade of GS-13 and above. While it is geared primarily for employees in the 1173 career field, the material presented has applicability to all career fields.

Students will learn technical skills dealing with creating and implementing policy, managing resources and budgets; people skills relating to Career Program 27 and acquiring and training interns; management skills including contingency planning and building support as a leader. Additionally, at the end of the session, students will have a greater understanding of:

- Public and private sector property management.
- Establishing a mentoring program.
- Responsibilities of a career program manager.
- Consensus building.
- Long range planning.
- IT Management.

PHMA Certification Programs

MHLI, as a strategic partner of Professional Housing Management Association (PHMA), offers courses which lead to Certification through PHMA. MHLI also makes courses available that lead to Certifications through our strategic partners, IREM and NAA, as shown in this catalog.

CDPM™ Level 1

is offered jointly from PHMA, IREM and NAA.

Requirements:

- Member in good standing of PHMA, IREM or NAA
- Completion of five day course and passing exam
- Currently working in area of housing for military personnel

CDPM™ Level 2

is offered jointly from PHMA, IREM and NAA.

Requirements:

- Must be certified as a CDPM™ Level 1
- Member in good standing of PHMA, IREM or NAA
- Completion of five day course and passing exam
- Currently working in area of housing for military personnel

CDPM™ Level 3

is the newest Certification program and is offered jointly from PHMA, IREM and NAA.

Requirements:

- Must be certified as a CDPM™ Level 1 and Level 2
- Member in good standing of PHMA, IREM or NAA
- Completion of five day course and passing exam
- Currently working in area of housing for military personnel

Defense Functional Specialist Certification (DFS)

is designed for those new to the housing profession (entry-level or mid-career transfers) who complete basic training in at least three focus areas of housing.

Requirements:

- Member in good standing of PHMA
- Completion of a total of three MHLI courses, each from a different FOCUS area, within the last 18 months
- Six months related work experience

Certified Defense Unaccompanied Housing Manager (CDUHM)—Level 1

is the first in a series of certifications for those managers responsible for the management of permanent party UPH. It is offered jointly from PHMA and NAA.

Requirements:

- Must be a member in good standing of PHMA or NAA
- Completion of the five day course and passing the test with a minimum score of 85%
- Currently working as a UH Manager
- Subscribe to the PHMA Standards of Conduct and Professionalism

NEW

Certified Defense Unaccompanied Housing Manager (CDUHM)— Level 2

is the second in a series of certifications for those managers responsible for the management of permanent party UPH. It is offered jointly from PHMA and NAA.

Requirements:

- Must be certified as a Defense Unaccompanied Housing Manager Level 1
- Must be a member in good standing of PHMA or NAA
- Completion of the five day course and passing the test with a minimum score of 85%
- Currently working as a UH Manager

Level One Certification—Defense Housing Manager (DHM)

is designed for housing personnel who have been active housing professionals for three years and have completed introductory and advanced training.

Requirements:

- Member in good standing of PHMA
- Completion of any two MHLI courses, within the last 18 months
- Minimum of 75 qualifying points (See chart on next page)

Level Two Certification—Defense Housing Professional (DHP)

recognizes the longer-term housing professional with six years experience and more extensive career-related education and training.

Requirements:

- Member in good standing of PHMA
- Certification as a Level One, Defense Housing Manager (DHM)
- Completion of any two new MHLI courses, in addition to Level One courses, within the last 18 months
- Completion of any IREM or NAA course of at least two days
- Minimum of 195 qualifying points (See chart on next page)

Level Three Certification—Defense Housing Director (DHD)

is intended for senior level professionals (GS 12 equivalency or higher) with strong experience at the Housing Director level.

Requirements:

- Member in good standing of PHMA
- Certification at Level One (DHM), and Level Two (DHP)
- Completion of the MHLI MGT 404: Executive Retreat (GS 12 and above), within the last 18 months
- Four years supervisory or headquarters staff experience
- Minimum of 250 qualifying points (See chart on next page)

NEW

Certified Defense Asset Manager (CDAM)

is offered jointly from PHMA and IREM.

Requirements:

- Member in good standing of PHMA or IREM
- Completion of FAC 303 or FAC 304 (or IREM equivalent)
- Completion of FAC 308: Asset Management for the 21st Century
- Completion of FIN 204: Economics of Asset Management

NEW

Certified Defense Referral Specialist (CDRS)

Requirements:

- Member in good standing of PHMA
- Completion of HSO 100
- Completion of HRS 200 (Formally HSO 200)
- Completion of HRS 300
- Completion of CS 100: Customer Service
- Completion of CS 103: Communicating for Success

PHMA CERTIFICATION REQUIREMENTS

The Point System for PHMA Levels I, II and III Certification

WORK EXPERIENCE

Five points for each year of work in Family Housing, Unaccompanied Personnel Housing, Lodging or equivalent private sector real estate duties.

EDUCATION AND TRAINING

Formal Education:

- Associate degree5 points
- Bachelor degree 10 points
- Masters degree 15 points
- Doctorate degree20 points

PROFESSIONAL TRAINING

Career-enhancing training is valued at one point for each day in class.

Certification with any property management organization is valued at 15 points for the first certification with that organization only.

SERVICE ACTIVITIES

- Membership and participation in local PHMA Chapter5 points
- Member of PHMA International or Chapter Board..... 10 points
- Member of Housing Community Organization..... 10 points
- Published article in *Defense Communities* or similar3 points
- Other Housing service activity or accomplishment 5 points

MINIMUM POINT REQUIREMENTS

Certification Level	Minimum Points Required	Work Experience	Formal Education & Professional Training	Service Activities
CDPM™ Level 1	None	None	None	None
CDPM™ Level 2	None	None	None	None
CDPM™ Level 3	None	None	None	None
DFS	None	None	None	None
CDHUM – Lev 1	None	None	None	None
CDHUM – Lev 2	None	None	None	None
DHM – Lev I	75	15	30	No Minimum
DHP – Lev II	195	30	80	No Minimum
DHD – Lev III	250	40	120	No Minimum

IREM Training

Successful Site Management (RES201)

Learn the key components of residential management in this intensive week-long course designed to help those new to the industry see “the big picture.” Course participants gain the knowledge they need to successfully complete their ARM certification exam and manage profitable residential assets. More experienced participants working toward certification will also benefit from the opportunity to review those concepts used daily in their work and hone skills that can advance their career.

Course curriculum includes:

- Human resource management.
- Property accounting and budgeting.
- Legal issues and risk-management strategies.
- Onsite maintenance management.
- Professional ethics.

THIS IS A FIVE DAY COURSE, WITH THE ARM CERTIFICATION EXAM OFFERED ON THE MORNING OF THE SIXTH DAY.

NAA Training

NAA Certified Apartment Manager Course and Exam

The National Apartment Association (NAA) is a federation of 164 state and local affiliates, comprised of more than 30,000 multi-family housing companies representing more than 5 million apartment homes throughout the United States and Canada. The CAM course was developed by NAA to provide the hallmark training for onsite manager professionals. Reviewed and updated on an ongoing basis, these ten modules provide the foundation for strong, informed and professional onsite management. The CAM course includes the following modules:

- Fair Housing: Encompassing Fair Housing laws, families with children, people with disabilities, advertising and Fair Housing, Fair Housing complaints, management practices, government housing.
- Financial Management: Investments, adding value to the investments, mathematics review, financial statements, budgets, and property valuation.
- Human Resource Management: Executive summary, employment law, employment practices, payroll administration, training and supervision, termination.
- Risk Management: Minimizing risks to residents, minimizing risks to staff, handling emergencies, liability and insurance.
- Legal Responsibilities and Government Relations: Equal employment, OSHA and hazardous materials, lease and evictions, vendor contracts.
- Property Maintenance for Managers: Building a team approach, the onsite manager’s role, exterior maintenance, interior maintenance, preventive maintenance, maintenance safety.
- Management for Residential Issues: Customer service, occupancy management, security, emergency management, and resident relations.
- Marketing: Introduction to marketing, conducting marketing research, promotional marketing, onsite marketing, and the marketing plan.
- Community Analysis: Review of elements required to complete the comprehensive market and management analysis, which must be submitted to complete the designation requirements.
- Adding Value with Technology: Technology today, technology hardware, software, the Internet, hi-tech options and training.

THIS IS A SIX DAY COURSE WITH NO CLASSES HELD ON SATURDAY OR SUNDAY.