

Cummings & Associates, Inc.

Manager Selection Checklist

- Select Consultant
- Develop Schedule
- Obtain Board Time Commitment
- Review Community History
- Define the Community
 - Location
 - Characteristics
 - Amenities
 - Controlling Documents
 - Governance
 - Vision
 - Mission
 - Goals
 - Issues
- Determine Association Responsibilities
 - Administrative Services
 - Community Services
 - Membership Services
 - Facilities and Open Space Management
 - Organization and Staffing
 - Issues
- Identify Community Needs
- Select Management Approach
 - Agent
 - Contract
 - Employer
- Develop Association Policies
- Define Manager Responsibilities
 - Reporting Relationship
 - Limitations
 - Flexibility
- Select Position Title
- Develop Position Description
- Define Job Qualifications
 - Education
 - Experience
 - Management Style
 - Personal Traits

- References
- Samples
- Special Rules
- Define Residency Requirement, in any
- Determine Relocation Reimbursement Policy
- Define Performance Evaluation Procedures
- Establish Compensation
- Define Benefits
- Define Termination Procedures
- Draft Employment Agreement
- Develop Interview Expense Policy
- Prepare Association/Position Information Packet
- Prepare Position Announcement
- Advertise Opening
- Define Résumé Screening Procedure
- Conduct Background Checks
- Interviews
 - Hold Planning Session
 - Prepare Interview Check List
 - Conduct First Round Interviews
 - Evaluate Candidates
 - Conduct Second Round Interviews
- Select Finalist
- Prepare and Tender Offer
- Negotiate Employment Agreement
- Notify Applicants
- Prepare and Issue Announcement
- Welcome new Manager
- Orient new Manager
- Transition Period
- Evaluate Performance

Cummings & Associates, Inc.
Suite 210, 3801 Mount Vernon Avenue
Alexandria, Virginia 22305
703.625.4000