agency change manual – business by design

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table of contents

1.0 purpleprint to successful change management

The Agency Change Manual assists Principals to cover areas such as business planning, policy formulation, management training, service standards, brand recognition and team role and structure. Change Management is the process used by the Principal to manage the 'people side of change'. It is also a competency applied by managers and supervisors to help employees through change. By effectively managing the changes the new system brings, the business can achieve the benefits of implementing the ireviloution intelligence systems. Applying effective change management principles also means the business' team becomes confident and competent in using the new system and processes.

All future tasks are processed through the ireviloution intelligence systems. The new system has a completely different look and feel to the current system and streamlines all processes. Team members are now skilled to handle these new processes which results in a streamlining of their current manual processes. Other changes include the methods of recording notes of conversations with all clients. With the introduction of the new practices and processes, roles and responsibilities of team members may change considerably. To assist the Principal in identifying the best business structure and evaluating team positions' levels, it is highly recommended that ireviloution intelligence review the business resource allocations, roles and responsibilities. All team members are impacted by the introduction of the new ireviloution intelligence systems and associated new processes. In particular, many roles may look notably different as process streamlining occurs directly upon implementation.

The Agency Change Manual outlines the transition of your business to ireviloution intelligence systems. The manual is a step-by-step process to manage change in a structured and timely manner. The manual outlines the 5 Purple Phases of Change including a number of change management activities for the business to implement.

The key objective of the 5 Purple Phases of Change is to deliver a consistent framework, including tools and strategies to facilitate a streamlined and seamless transition within the business and team.

This manual includes:

- Understanding changes to the way the business operates in the future e.g. business procedures, roles, service, culture
- Building the capability of the team to use the new system and processes
- Identifying the change interventions, including tasks and resources necessary to transition the business

Creating a Business by Design undoubtedly requires changing the status quo. Ultimately, successfully managing this change is at the heart of a profitable business. The Business by Design Agency Change Management is based on the 5 Purple Phases of Change which incorporate a step-by-step guide for the business to follow. They include:

- Reconstruct
- Re-Plan
- Re-Engineering Service and Operations
- Restructure
- Reinforcement

Change management entails thoughtful planning, sensitive implementation and consultation with and involvement of the team affected by the changes.

2.0 5 purple phases of change

There are 5 Purple Phases of Change in the Agency Change Manual. Each phase implements a set part of the ireviloution intelligence systems.

2.1 purple phase 1 – reconstruct

This phase focuses on the Principal developing a clear and exciting vision for the business. The activities in this phase assist the Principal to create and visualize a business by their design. It starts with a purpose built vision for the business which allows the next phase of change to occur.

2.2 purple phase 2 – re-plan

This phase delivers a detailed and strategic business plan to successfully manage the change management process. The plan is comprehensive and covers all key components in the business and change process.

2.3 purple phase 3 – re-engineering service and operations

During this phase, the business prepares itself to adopt the new systems and processes, as well as the benefits that follow.

2.4 purple phase 4 – restructure

This phase implements the various policies and practices, including the 17-week property inspection cycle, and delivers the efficiencies of the new systems and processes. This phase ensures all team members are performing in their new role and using ireviloution intelligence systems competently.

2.5 purple phase 5 – reinforcement

The final phase of creating a Business by Design ensures that the new systems, processes and benefits are embedded so the business grows by design.

The 5 Purple Phases of Change are a step-by-step process and, therefore, easy to follow. They do not focus on the change itself but rather the acceptance and preparedness for this change, which makes it an easier transition for all involved. A final advantage is that you cannot skip any steps in the change process.

3.0 purple phase 1 – reconstruct

The first phase of change prepares the re-engineering and restructuring of the business. The change is purposeful and planned to ensure each phase of change is managed and leads to the next phase. This also ensures operations and service are not impacted or interrupted to a degree that affects the team, clients or continuity of business.

In the first phase of change, preparation for business planning should be achieved. This is where you demolish current operations and practices to reconstruct almost every aspect and facet of your business in order to redesign the business of your choice. This is the time to visualize so a path forward can be designed. The business culture and service standards are created as part of the business plan. Following on from this, a standard of management criteria is written. This forms a new policy and assists with decisions as to whether a property, property owner or tenant matches the property and client listing criteria. Such decisions reinforce the designed brand, culture and service standards.

Once branding, culture and service standards have been designed in line with market expectations and demographics, property listing criteria can be created. It is important to remain strategic when designing these marketing aspects. For example, it is not strategic to specialize in executive rentals if the agency is situated in a blue collar working class area. Once the property listing criteria is created the property owner and tenant criteria can also be created. These criteria and standards assist in developing and implementing the agency's policies and marketing.

The business re-engineer and restructure can now move forward with planned and purposeful logic and reasoning, thereby gaining trust, loyalty and respect from both the team and clients.

3.1 business by design – the vision

3.1.1. brainstorm and formulate vision for business design

Detail every area of the business. The aim is to design your business and allow no area to happen by default.

Business by Design means that you create and design the team and training of your choice. Business by Design is about understanding and connecting yourself with your business. It comes back to your personality, your 'soul' and the energy you inject into your business. Business by Design is a business that is planned with targets, objectives, values and a vision.

3.1.2 understand your business' defined market – market potential, demographics, standards and averages

In order to deliver a Business by Design you must understand the market demographics, standards and averages, such as average weekly rentals, vacancy rates and growth. Determine what your market territory is, including the boundaries and distance ratios you are prepared to build your business around. You need to service your clients of design and in doing this you need the location and business presence by design. What businesses are located around you and in close proximity? How do you benefit each other?

3.1.3 formulate business culture, service standards and personality

Once you have visualized your Business by Design it is important that your 'soul' and personality remain true to your business. This is how the energy levels remain high and your team and clients feel the connection to what you aim to deliver. This is how you protect your business from becoming just another 'me too' business that seems to be a clone of other rental agencies competing for the same business.

3.2 everything else by design

Once you have planned these areas, every other area of your business now needs to be by design. Identify the following before starting Purple Phase 2 of your purpose designed property management business:

- Culture by design
- Service by design
- Brand by design
- Team by design
- Training by design
- Reputation by design
- Marketing by design
- Prospecting by design
- Managements by design
- Clients by design
- Policy by design
- Growth by design

4.0 purple phase 2 – re-plan

Re-Plan is the second purple phase of the change management process. Re-Plan is about bringing together the vision and design and building a plan around it. Just like the architect designs the blueprint around the desired outcome, you must do the same for your business. You are now in a position to form the plan around every key business area and your vision so every business goal can be achieved.

4.1 business planning

4.1.1 create business plan

Create the business plan for the next 12 months incorporating all goals, targets and objectives. Inclusions for long term planning of 5 years and 10 years should also be written and form part of the business plan. By understanding your market, you can also include the budget with income and asset growth forecasting for the next 12 months, 5 years and 10 years. Expenditure and overhead budgeting should also be written in the business plan along with an accurate forecast of business profit.

4.1.2 create growth plan and matrix

With completion of the objectives, targets, goals and forecasts, agency matrixes can be completed with a certain degree of accuracy. The resource management matrix can include accurate predictions and planning of the introduction of new or further roles and recruitment planning.

4.1.3 create marketing plan and objectives

Marketing must be purposeful, planned and in line with agency goals, targets and objectives. Create a 12-month marketing plan including the purpose for each marketing strategy along with the target market it is aimed at.

4.2 by design

4.2.1 service

Define and plan the service you wish to deliver to your clients. Create and develop a service matrix to ensure the standard of service is delivered.

4.2.2 brand/image

Define the brand you wish your team and clients to recognize and relate to. Plan your brand standards including color, fonts, logos, uniform, presentation standards of team and resources, etc.

4.2.3 reputation/specialty

Define what reputation and recognition you want your business to represent. For example, do you have a reputation for executive or prestige rentals? Do you have a reputation for student rentals? Does your business specialize in short term fully furnished rentals? Whatever specialty your business has, it must be appropriate to the demographic profile of inhabitants within your local market area. For example, there is no point in specializing in student rentals if your business is outside the boundaries of tertiary colleges and universities.

4.2.4 team

Define the team you wish to employ including personal presentation, appeal, knowledge, professionalism, enthusiasm, and opportunities to improve and be promoted. Who are the employees you want to represent your brand, specialty, service and culture? Create a team growth matrix to ensure you have the right people in the right positions as your business grows. This ensures retention of business.

4.2.5 roles/job title

Identify each role and title required within the current business and plan for future movement, promotion and requirement of new roles, titles and recruitment. It is recommended that you start a career life cycle process within your business. It is far easier to train the Meet and Greet Manager (receptionist) to portfolio management, rather than employing new portfolio managers as required. This is discussed in more detail in the Management Training Curriculum. Once roles and titles have been assigned, formulate the individual's KAPI© and MAPS© in line with business plan targets.

4.2.6 training

Once the team is defined, create the training matrix and prepare an annual calendar of training for each team member. Keep in mind areas where you expect the individuals to advance or improve their current knowledge and expertise. Remember to include whether the team member or business pays for the training.

4.2.7 marketing

Design marketing around culture, service standards, market presence and market specialties, and of course your brand. Every area of your marketing must be considered and included in your business plan. An annual calendar of marketing activities should be included in the plan. The calendar should define the style of marketing, the purpose of that marketing and the target for which it is aimed at. For example:

The project is:	Business website
The target is:	Overseas/interstate/intrastate and local potential rental property owners and tenants
The purpose of the marketing is:	To attract rental property owners and tenants To build the business image and profile

4.2.8 prospecting

Design a prospecting plan around each category of client. For example, the prospecting to a prospective rental property owner is different to prospecting to a vacated tenant. Design communication standards, method of communication (e.g. email, letter, phone call etc.), purpose for each communication and frequency of communication. Define who carries out the prospecting, when it is to be carried out and what the objectives and targets are for the prospecting outcomes.

4.2.9 listing criteria of managed properties

Define and create listing criteria for the standard and type of management your business is willing to list, rent and manage. The listing criteria should be in accordance with your business reputation, specialty and market area. For example, if your specialty is executive or prestige rentals, then you will not list a property that is marketed towards students. If your specialty is fully furnished short-term rentals, then a large unfurnished family home does not align with your specialty and reputation. The listing criteria should also include the standard of cleanliness, repair and presentation of the property. For example, if the property is a large home and achieves a high price rental but is a 'knockdown' property ready for redevelopment, then it does not align with your business.

4.2.10 clients (rental property owners and tenants)

Define your accepted standard of rental property owner and tenant. This must align with your business policies and their willingness to cooperate with your business policies, processes and standards.

4.2.11 business policy

Define your business policy for all areas of practice, service and presentation. This must include team policy and standards. Refer to the ireviloution intelligence recommended business policies, processes and standards guides and manuals.

4.2.12 growth

Define your business growth, including targets and goals with business value, income, budgets and estimates. Growth is by design and plan. Prepare a growth matrix with timelines. The growth matrix with timelines assists in the planning and preparation of the team growth matrix and budgeting for the employment of new team members, resources and training.

4.2.13 compiling the business plan

Once all parts of the business plan are complete, compile each section to create a step-by-step plan for growth with strategic goals, targets and objectives. The business plan is divided into two sections, management and operational. These two sections combined provide the opportunity and capacity to monitor and measure performance, productivity and efficiency, both on a business and individual team member level. The business plan outlines the:

- Processes for managing operation and service standards
- Processes for monitoring productivity, efficiency, consistency and compliance
- Processes for brand and reputation protection
- Processes for recording historical information of business and comparing against business plan targets and objectives
- Data for creating business and individual targets and objectives and ability for accountability

This phase of change is the preparation for Purple Phases 3 and 4; Re-Engineering and Restructure of the business. The change should be purposeful and planned to ensure each phase of change is managed and leads to the next phase. Planning the change process ensures operations and service delivery are not impacted or interrupted to a degree that affects the team, clients or continuity of business.

Before starting business change, ask yourself:

- What do we want to achieve with this change, why, and how will we know that the change has been achieved?
- Who is affected by this change, and how will they react to it?
- How much of this change can we achieve ourselves and what parts of the change do we need help with?

These questions also relate strongly to the management of the team as well as business change.

The Re-Plan phase includes:

- Direction for the business in regard to the roles and responsibilities of property management team
- An understanding of the changes to the way that team do business in the future e.g. business procedures, roles
- Developing the capability of the users to operate and understand the new property management systems and processes
- Identifying the change interventions, including tasks and resources necessary to transition impacted team and potential risk management issues

By understanding and defining your market area and potential, real goals, targets and objectives can now be created and purposefully planned. These include the team, their appointed roles and defined task assignment. From this, training by design is created and planned.

5.0 purple phase 3 – re-engineering service and operations

Upon completion of Re-Plan, the business plan can now be embedded into the workplace in terms of team structure and other processes. From team and portfolio structure, role definitions, including tasks that are required to be completed within the assigned role, can be assigned to current team members. Following assignment of roles and tasks the training schedule and timeframe for completion can be prepared for each team member. At this stage, new positions may also be required. Recruiting, interview, induction and training should also be included in the plan and timelines for the change management schedule.

5.1 training

- Management training commences
- Operational training commences

5.2 portfolio allocation

Now that the business plan is complete with all required planning it is time to allocate rental properties to the appropriate portfolio manager and establish portfolios. To do this you must:

- Set up portfolios in accordance with business plan
- Assign roles and tasks as defined to each team member
- Assign training programs and timelines as required for each team members' role

5.3 policies

When all the new policies and processes have been finalized, it is time to introduce the team to the change. Introduce each policy and its objective and purpose. At the same time introduce the new processes and operational and service standards.

Commence introduction of all other changes to standards, expectations and accountability:

- Brand standards
- Customer service standards
- Dress and personal presentation standards
- Culture
- Accountability
- Meeting schedules

5.4 team training

The team is now ready to commence operational training. Assign training programs in accordance with their role and responsibilities as well as training timelines for completion and competency.

5.5 roster/work hours/ideal week

Create the OWN (Optimal Week Navigator). This is the ideal week system that defines times for:

- Reporting to work
- Duty roster
- Inspection and reporting
- Appraisals and property SHOW times
- Meal breaks
- Meeting times
- Maintenance processing
- Returning calls and responding to emails
- Any other required task

5.6 property management office set-up

At this stage, consideration should be given to the office layout, including the arrangement of desks. It is important to structure the placement of desks to create maximum efficiency in productivity and task flow. For example, consider where the filing cabinets are placed, frequently used forms are stored and the portfolio managers place TrackMates™ for follow-through completion of administrative tasks. Access to the Property Management Team Leader and Coordinator should also be considered when creating the most efficient and productive work environment and team atmosphere.

Remember, first impressions count so ensure your business reception area is welcoming, clean and uncluttered. It's always best to have the property management team out of sight of the reception area and for clients to be taken into private meeting rooms (never the operations area).

If necessary, rearrange desks to ensure an ergonomically designed work environment that promotes an efficient flow of tasks.

5.7 filing system consideration

Choose the filing storage system that is most suitable to your business set-up, office layout and size. A smaller boutique business requires a standard vertical or perhaps horizontal filing system (depending on where the filing cabinets are placed). A larger business or super business requires a larger, more streamlined file storage system to save space. Bear in mind that most files have minimal paperwork (filing) within, the importance of preserving, storing and maintaining several legal documents, for example, the original contracts and agreements, should be secured in the appropriate file. Filing cabinets should be secured with lock or security code to ensure private and sensitive information contained within the file is protected.

5.8 desk organizer trays set-up

Each team member should have desk organizer trays with each tray marked according to their role and the tasks assigned to them within their role. As most tasks require action from several team members, the set-up of desk trays is vital to the flow of tasks between each team member and to the tracking through to completion of each task. Some tasks, such as a tenant providing notice to vacate the property, are listed as a priority task. By having a tray for such notification the relevant team member, in this instance the Portfolio Manager, is able to action the task with the priority it requires.

5.8.1 set-up on each desk trays marked

Team Leader:

- Completed TrackMates
- Tenancy renewal reports
- 17-week recurring property inspection cycle list
- Arrears reports
- Request for leave forms
- General

Portfolio Manager:

- New management agreements
- Applications
- New tenancy agreement
- Tenancy renewals
- Notification to end a tenancy
- Bonds
- Return of entry condition report
- Notification of maintenance and repairs
- Invoices

- General

Each portfolio manager should also have these three file racks located on or near their desk:

- Vacating tenants/finalizing managements
- Vacated tenants/finalized managements
- Bonds in progress

5.8.2 property management coordinator

- New management agreements
- Applications
- New tenancy agreement
- Tenancy renewals
- Notification to end a tenancy
- Bonds
- Return of entry condition report
- Notification of maintenance and repairs
- Invoices
- General

5.8.3 meet and greet manager

- Tenancy renewals
- Documents for collection
- Outgoing mail

5.9 TrackMate™ color coding

In order to create instant recognition and accessibility of TrackMates™, both for use at the start of a task and to find within the paper file, all TrackMates™ should be color coded. We have provided a sample of colors. Ideally the TrackMates™ should be grouped together in color palettes as demonstrated in the sample coding below.

5.9.1 new management (purple)

Lavender	Property Appraisal
Juniper Purple	New Management
Lilac	Management Acquirement

5.9.2 new tenant (yellow)

- Straw Yellow — Tenancy Application
- Buttercup Yellow — Preliminary Tenant Establishment
- Orange — Application for Tenancy Questionnaire
- Gold — Acceptance and Signification of Lease

5.9.3 vacating tenant (blue)

- Cobalt — Vacating Tenant
- Marine — Bond Refund
- Wedgewood — Bond Disbursement Calculation and Summary
- Warm Blue — Conclusion of Management

5.9.4 contractors/maintenance (green)

- Warm Green — Contractor Appointment
- Emerald — Substantial Maintenance and Refurbishment
- Conifer — Water Damage

5.9.5 tenancy renewal/rent review (citrus)

- Chamois — Lease Renewal
- Copper Green — Rent Review

5.9.6 tenancy changes/request (pink)

- Pink — Lease Break
- Peach — Change of Shared Tenancy
- Sunset Red — Abandoned Property

5.9.7 audits (purple)

- Mauve — Monthly Audit

5.9.8 sale (green)

- Mint — Property Listed For Sale

5.10 stamps

The following rubber ink stamps will be required:

Date/time stamp: All correspondence received in the office must be stamped with the day and date the correspondence was received.

Agency copy: All copies of documents and contracts that are for the managing agency must be stamped to confirm the correct copy is being retained by the agency and filed in the relevant file.

Property owner copy: All copies of documents and contracts that are for the property owner must be stamped to confirm the correct copy is being sent to the property owner and also to confirm the property owner's copy has not been filed away in the paper file.

Tenant copy: All copies of documents and contracts that are for the tenant must be stamped to confirm the correct copy is being sent to the tenant and also to confirm the tenant's copy has not been filed away in the paper file.

Processed with box for date and time: To be stamped on all invoices and correspondence at the time of processing.

Further action with box for date and time: To be stamped on all correspondence and invoices that require further action.

5.11 management prospectus information package and tenant welcome package

It is now time to plan and prepare the Management Prospectus Information Package and the Tenant Welcome Package. Refer to ireviloution intelligence resources and brand the appropriate information with your business branding. Add details and information to align the packages with your brand, reputation, culture and service standards. It's a good idea to have at least ten (10) packages prepared and ready to go.

5.12 decisions to consider – team

5.12.1 company branded vehicles

Refer to ireviloution intelligence recommendations in relation to management, maintenance and best use of the company vehicles. It is a smart business idea to have company branded vehicles as these promote your business while your team is out and about in your market area. However, there is no need for each team member to have a vehicle – this is an unnecessary cost to the business. With the weekly roster system in place, whilst one portfolio manager is out inspecting property, the other portfolio manager is in the office preparing reports. Vehicles should be stored at the business premises each evening and each team member should make their own way to work. This avoids team members leaving early to do work on their way home or arriving late due to work done on their way to the office. Each team member should start and finish their day in the office. This also means the company vehicles are out during most parts of the business day and being seen regularly, rather than sitting in the company parking lot.

5.12.2 company cellular phones

Refer to ireviloution intelligence recommendations.

5.13 decisions to consider – support

5.13.1 trust accounting software

It is important to consider the selection of property management trust accounting software. Keep in mind this is not a system, rather a database to log and store information and historical data in relation to the property, property owner and tenants. This database is also used for prospecting and production of key management and financial reporting. Thorough due diligence should be carried out prior to selection and licensing of the software. This decision should not be made by recommendation of the Property Manager unless they have used all trust accounting software available.

5.13.2 rental payment provider and method of streamlining

As with selection of trust accounting software, it is important to interview and take into consideration the difference between each rental payment provider. Whilst costs may be appealing with one provider, it may not be as streamlined and efficient as another provider. The key to selection is choosing the provider that integrates well with your selection of trust accounting software and one which creates efficiency when processing daily rental payments. An efficient system increases productivity by automatically recognizing the tenant and property and immediately emailing the tenant a copy of their payment receipt.

5.13.3 smoke detector maintenance and compliance contractor

Refer to your legislation. Since this legislation was introduced, numerous companies have been set up. However, not all provide a sound, safe and secure process of smoke detector maintenance. This is an important area of law and safety and one that all rental property owners must understand. Do not go by price when selecting a contractor to service your property; go by qualifications and the contractor's specialty in smoke detector compliance and safety auditing.

5.13.4 pool fence compliance and maintenance contractor

Refer to your legislation. Since this legislation was introduced, numerous companies have been set up. However, not all provide a sound, safe and secure process of pool fence compliance. This is an important area of law and safety and one that all rental property owners must understand. Do not go by price when selecting a contractor to ensure pool fencing compliance; go by qualifications and the contractor's specialty for pool fence compliance and safety auditing.

5.13.5 legislated property compliance management (recommended contractor)

Refer to above recommendations.

5.14 client communication

The first stage of client communication can now be prepared and dispatched. This communication is sent to rental property owners and tenants promoting the businesses' re-engineering and restructuring and how this benefits them. The first communication includes a copy of the team flow organizational chart.

5.15 system and compliance audits commence

Auditing of current systems is now set to commence. The objective of this exercise is to ensure that every computer and paper file contains the relevant and required information and documentation. All fields on the computer file must have the relevant data and information entered and logged and any inactive computer and paper files are deactivated and archived. Thorough auditing ensures the business is compliant, information and documentation is complete and systems of logging, recording, processing and managing are consistent. This leads the way to ongoing weekly and monthly audits. The audits assist with managing the team and operations, measuring productivity and efficiency, monitoring standards and operation and service delivery, mentoring the team if deficiencies are noted in their work performance and productivity, and ensuring compliance, completion and consistency.

5.16 owner/property/tenant

Ease of access to files and what is contained within the files must be established. All filing should be bound (we recommend the plastic tube lock clips for ease of access to documents inside). Documents should be filed in chronological (date) order and all filing needs to be filed and maintained in this order regardless of the document. No documents should be stapled or attached to the front or back of the file, just as no documents should be grouped together in plastic sleeves. When auditing files, ensure all unnecessary documents are removed and archived (or destroyed if already saved on the computer files, for example work orders, breach notices, letters etc.). Remember, these documents should have been produced on the computer file so therefore be saved on the computer file.

We recommend a 2-file system that is color coded and matched with the key management system. For example, all property owner files should be purple. This file contains all documents that are relevant to the property owner and the property. This file is maintained as current for the life of the management. The management keys are then tagged with a purple key tag. The tenant file can be green and contain all documents that are relevant to the tenant and their tenancy. As the tenants come and go from the property, the tenant's file is archived when the tenant eventually exits the property and their tenancy is finalized. The tenant's keys are then all tagged with a green key tag for each set that is held by the managing agency.

5.16.1 audit all files

Ensure every:

- Management Authority is signed, accurate and compliant within the guidelines of legislation
- Tenancy Agreement is signed, accurate and compliant within the guidelines of legislation

5.16.2 eliminate excess filing

- Remove information that is not necessary, such as letters and forms that are generated by the property management software and therefore saved to the software under the relevant client or property
- Remove work orders – they should also be saved to the relevant computer file (however, keep on file tenant notification of repairs and maintenance)
- Remove invoices
- Remove any unnecessary paperwork

5.16.3 archive excess filing

- Place in plastic sleeve
- Write property address and client name on front
- Archive and log details to archive spreadsheet

NB. If only one file, separate documents relating to owner/property from documents relating to tenant (for example tenancy agreement, application form, etc.).

Create a two-file system with one file for the owner/property and the second file for tenant. These files should be two different colors and relate to the color-coding of management and tenancy key tags. Ensure you:

- Archive all inactive and excess files
- Log details of files to archive spreadsheet

5.16.4 whilst tidying files check information and data is recorded and current on computer files

Ensure you:

- Input data to all relevant fields on software
- Change reference codes to universal referencing code as supplied
- Input names and addresses consistently
- Fields such as salutation are correct
- Fields are completed
- Make a list of all missing information – phone numbers (including work, home and mobile) email address, etc.
- Create list of owners with and without lessor protection
- Property owners are being charged fees as agreed
- Property owners' instructions are logged to computer
- If any tenants have rent in credit not equal to full rental amount request balance of payment to ensure all tenants are now paid to exact dates
- All properties have comprehensive description and marketing photos
- Input most current property entry condition report to property computer file
- Details of insurance, including provider and date of policy expiry
- Save all photos to relevant property (remove from server files once completed to save storage space)
- Save any other relevant data to system (e.g. emails, letters, forms) then delete from file on server

5.17 contractors

All contractors and maintenance companies should have their own individual files that must be managed just as the owner and tenant files are managed. The contractor files should also be color coded as all contractor files are the same color for ease of access and recognition. The filing clip should also be the same as the owner and tenant files with the recommended plastic tube lock clips for ease of access to documents inside. When a contractor or maintenance company is no longer engaged by the agency, the file should be archived and removed from the main filing system.

5.17.1 audit all contractor files

Ensure:

- Contractor Appointment is signed, accurate and compliant within the guidelines of legislation
- Set up file for each active contractor (if not already created)
- Make inactive any contractors no longer engaged by the agency
- Prepare new contractor appointment form and contractor policy form (supplied by ireviloution intelligence)

5.17.2 whilst tidying files check information and data is recorded and current on computer files

Ensure:

- All ABN (or relevant tax reference) are correct, current and recorded on software
- Dissections are accurate
- Contact details are logged and accurate
- Change reference codes to universal referencing code as supplied
- Insurance including provider and date of policy expiry
- Any other necessary licensing numbers and date of expiry are recorded
- Archive all inactive contractor appointments

NB. Follow same steps as above for eliminating and archiving.

5.18 keys

The key cabinet should be a lockable cabinet that is locked at the close of business each evening. It should be attached to the wall and out of sight of the public. The key cabinet is set up in 2 sections. One section holds the keys for vacant properties and these keys are located on the hooks on the inside of the doors. These keys are placed in alphabetical order according to street name. We call these the alpha hooks. The only time keys are placed on these hooks is when the property is actually vacant. This is important for managing vacant properties and also a security measure to ensure no team member accesses the property whilst it is still occupied without giving notice to the occupants of the pending entry. The hooks that are within the inside of the cabinet are for all management keys and these are the numeric hooks. The managing agency then has the ability to audit keys and know at a glance if keys have not been returned or there are no keys for a managed property.

Please refer to the ireviloution intelligence systems for how to create systemized universal referencing codes for clients, properties and keys.

5.18.1 set up key storage cabinet as advised

Key tags should be color coded to match file color code, for example:

- Purple tag – Management keys
- Green tag – Tenant keys

5.18.2 audit management keys

- Use reference code (as supplied) to tag the keys
- Ensure every property has a full set of management keys

5.19 support

Implementation of the Agency Change Manual requires support to all involved. A Support Plan can be developed by the Principal in consultation with ireviloution intelligence systems. The overall objective is to provide support to team members prior to and during the implementation phase to minimize operational interruption and disruption to the team. The scope of the support provided enables:

- Resolution and analysis of user requests for assistance, system and/or processing errors
- Support for post end-user training
- Quick issue resolution
- Tracking, recording and researching of problems
- Provide operational process and system expertise for team
- Communication of issues and resolutions

The duration of support is guided by team acceptance and a number of other issues occurring during the implementation period.

5.20 risks

Some risks to the success of re-engineering the business' services and operations include:

- Acceptance of the change to job roles and responsibilities for current team positions
- Ability for team to absorb changes in type of new processes and practices used
- Team may feel their Supervisor/Principal is not supporting them during the change
- Apathy where a past change has not delivered where promised
- Availability of team to participate in workshops/meetings etc. due to workloads
- Not engaging with team and keeping them informed may result in disgruntled team

Principals who may experience difficulties in managing resistance by team need to understand employee reactions and how to communicate the changes effectively. It is vital for Principals to sustain the change brought about by the new processes and support their team not only during the transition but also in the future as continuous change in the workplace is inevitable. It is strongly recommended that the Principal obtains coaching from ireviloution intelligence both prior and during change implementation. The one-on-one mentoring aims to give the Principal the skills to:

- Understand the different stages of change management
- Apply methodology to their team environments
- Analyze their own team acceptance of the changes
- Develop effective communication for their team and as a group
- Manage resistance to the proposed changes

By managing the change together, the Principal ensures their team is competent and confident in using the new systems and processes.

5.21 communication

Communication is a critical component of change management. Through the provision of timely and accurate communication, team members are supported during the transition to the new solution. Using various communication channels ensures team members have access to the information necessary for their position or responsibilities. A detailed Communication Plan is developed separately which comprises the following elements:

- Identification of team members
- Development of key messages and objectives
- Details of timing, packaging, delivery method and sender

6.0 purple phase 4 – restructure

When restructuring business change, the Principal must:

- Participate actively and visibly
- Build a coalition of leadership and manage resistance
- Communicate directly with employees

As the primary driver for restructuring, the Principal needs to predominantly focus on activities in which they have the most influence and engagement.

For restructuring, the following activities have been identified as the most important for successful change management:

Activity	Engagement Channel
To communicate the importance, benefits and activities of the restructure direct to team	• Business newsletter • Info sessions
To communicate and support the ireviloution intelligence systems as a priority to the business	• Business Management meetings • Prioritization schedule

The restructure phase is the implementation and establishment of new policies and processes. This phase sees the commencement of the 17-week property inspection cycle. By the end of this cycle each portfolio manager has inspected every property they have been assigned to manage in their individual portfolios. At the completion of this phase, all information has been logged and entered to the computer files thereby ensuring the business is now 'system reliant' and not 'people reliant'. This ensures that as individual team members move, whether by being reassigned to a different role, taking recreation or leave or leaving the business altogether, the business is still in a position to ensure the continuity of management. This means historical data is logged and any team member can consult with clients or provide requested information from the client or management. At the end of the 17-week property inspection cycle all tenancy agreement should be of a fixed term nature and all properties have full descriptions for marketing along with photos saved to the computer files.

Included in this phase is the commencement of new policies, processes, operations and service standards, and weekly and monthly task auditing.

Team members can commence the step-by-step restructure by referring to the training and operational policies and procedures manuals (CAN and PERFORM) as provided by ireviloution intelligence.

6.1 preparations for 17-week cycle of change

Upon the commencement of the 17-week property inspection cycle, proper planning and grouping of properties in each portfolio must be undertaken. The grouping of properties should place properties together that are in the same street or close proximity to each other to be inspected on the same day. This ensures maximum efficiency and cost saving measures in time and fuel. The Portfolio Manager should never carry out any more than around five inspections per day. This ensures inspection reports are delivered to the rental property owner within 24 hours of the inspection being completed. Once the grouping is completed, dates of the inspections should be set for the first 17-week cycle (on the days assigned for inspections – two days per week). Once the properties are set into the 17-week property inspection cycle, the inspection reoccurs on the same day at the same time every 17 weeks thereafter, regardless of when a new tenancy commences. This is also beneficial to the rental property owner as they can plan months or even a year in advance to accompany the Portfolio Manager to the scheduled property inspection.

During this first 17-week cycle, tenancy terms are managed to ensure every tenant is on a fixed term tenancy. That is, the tenancy has an agreed expiry date that can, at the time of expiry, be negotiated for a further renewal and tenancy extension.

Three weeks prior to the completion of the first 17-week cycle, preparation for the next 17-week cycle commences.

6.2 client communication

The second stage of client communication can now be prepared and dispatched. This communication is sent to rental property owners and tenants promoting the 17-week property inspection cycle, new rent payment system and operational auditing.

6.3. 17-week timeline to change commences

6.3.1 17-week property inspection cycle commences

- All properties inspected by assigned Portfolio Manager
- Reports completed and emailed with photos within 24 hours

6.3.2 confirm

- All properties have full description added to software
- All properties have photos attached to software
- Property owners and tenants have email addresses

- Property owner maintenance instructions are inputted to software
- All relevant owner data and instructions are inputted to software
- All relevant tenant data and special conditions are inputted to software

6.3.3 mark on schedule

- Completion of first 17-week property inspection cycle (by this date all properties and clients are fully systemized)

6.3.4 schedule on calendar

- Date to prepare reports for second 17-week property inspection cycle

6.3.5 month 1 - 17-week property inspection cycle

Commencement of monthly financial and management reporting commences:

- Sort each property into 17 weekly property routine
- Set up inspections with recurring 17-week cycle
- Produce 17-week property inspection report
- All lease renewals in advance of 3 months processed, negotiated and finalized by end of month
- First stage of new policies and processes established:
  - New lease renewal process and policy
  - Meeting and message policy
  - Arrears policy
  - Maintenance reporting policy
  - Entry property inspection policy
  - Tablet inspection and appraisal policy
  - Monthly statement message
  - Tenant receipt message
  - Distribution of new managements policy
  - Processing of new managements policy
  - Management of lost managements

6.3.6 follow-up and finalization during 17-week inspection cycle

- Obtain and input to computer files all missing information – phone numbers (including work, home and mobile) email address, etc.
- Contact list of owners with and without lessor insurance, including provider and date of policy expiry

6.3.7 month 1 (week 2)

- Passwords for each team member managed and changed monthly or whenever there is a change in team by Team Leader
- All lease renewals in advance of two months processed, negotiated and finalized by end of week

6.3.8 month 1 (week 3)

- All lease renewals in advance of one month processed, negotiated and finalized
- Email intention of property inspection notices and entry notification form to tenants for first week of inspections (continue doing this weekly and ongoing)

6.3.9 month 1 (week 4)

- New rent payment system in operation and all tenants converted to system
- Receipts emailed to tenants from this day forward
- All lease renewals due for expiry in current month processed, negotiated and finalized

6.3.10 month 2 (week 1)

First inspection of 17-week property inspection cycle commences:

- Weekly audits commence
- Lease renewals processed three months forward, negotiated and finalized by the end of month
- Expired tenancy agreements from one month prior processed, negotiated and finalized by end of week
- Second stage of policy and processes established:
  - New policies and processes
  - Intention to vacate policy
  - Bond processing and disbursement policy
  - Open for inspection schedule and showing policy
  - Application processing policy
  - Tenancy sign-up policy
  - Ideal week

6.3.11 month 2 (week 2)

- Expired tenancy agreements from two months prior, processed, negotiated and finalized by end of week

6.3.12 month 2 (week 3)

- Expired tenancy agreements from three months prior, processed, negotiated and finalized by end of week

6.3.13 month 2 (week 4)

- Expired tenancy agreements from all remaining months prior, processed, negotiated and finalized by end of week

6.3.14 final weeks of 17-week property inspection cycle

- Continue with property inspections until the end of the first cycle
- Each month (the first week of the month) process tenancy renewals for three months forward
- Prepare report and ensure numbers are accurate for commencement of second 17-week property inspection cycle

6.4 client communication

The third stage of client communication can now be prepared and dispatched. This communication is sent to rental property owners and tenants promoting the success of the 17-week property inspection cycle, new monthly disbursement times and processes, success of new rent payment procedures and minimum maintenance spend limits.

6.5 second 17-week property inspection cycle commences

- Disbursements change to set time of the month (e.g. third Thursday of the month)
- Invoices no longer attached to statements
- All statements emailed
- All receipts emailed
- Change maintenance spend limit to consistent amount for each property under management (e.g. $300 per maintenance and/or repair)
- Letter sent to all clients introducing next stage of policy and process change

7.0 purple phase 5 – reinforcement

The final phase that provides the strength and stabilization for ongoing business growth is the reinforcement of the re-engineering and restructure phases. The 5 Purple Phases of 'R':

- Reconstruct
- Re-Plan
- Re-Engineer
- Restructure
- Reinforcement

These are the foundations that ensure your business can then achieve the 5 'R's' of a successful and prosperous business:

- Retention
- Repeat
- Referral and Recommendation
- Recognition
- Respect

With the introduction and establishment of business polices, processes and operation and service standards, the business can grow in accordance to your business plan – your Business by Design.

The ongoing weekly and monthly audits ensure your business and service is consistent, compliant and tasks are always completed. Business targets and objectives are monitored, measured and managed to ensure maximum productivity and efficiency levels are achieved.

The team is given real and achievable targets and incentives which reward ethics, attitude and productivity. This in turn benefits the rental property owner and you, the Principal.

7.1 moving forward

- Continue with 17-week property inspection cycles
- Continue with weekly and monthly audits
- Report monthly business historical and management data
- Ensure team monthly one-on-one meetings are held and KAPI reporting is assessed and discussed
- Monthly communication to current clients is now in letter form and contains information relevant to current conditions and topics of interest

It's business as usual and business is now 'system reliant', not 'people reliant'. The business can rely on the team to live and breathe the business culture and service standards.

No matter how large the change process is, the success of change ultimately lies with each individual team member doing their work differently (following the ireviloution intelligence systems), multiplied across all of the team impacted by the change.

While change happens one person at a time, there are processes that can be used to facilitate this change. This manual's 5 Purple Phases of Change and accompanying communication and training activities outline your successful transition to the ireviloution intelligence systems and processes to ensure your business success.