The Perfect
Real Estate Assistant

Session 5

Assistant Session-Job Description

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Session 5—Assistant Session: Job Description

Objectives for Today's Session

1. Learn the 10 tips for developing your job description.
2. Discover how to write a job description and what to include.
    a. Review job description samples
3. Know the agent's job description.
4. Learn how to be the perfect assistant.

Guidelines for this course:

1. Join MAPS on Facebook to stay up to date on all MAPS events and programs: https://www.facebook.com/mapscoaching
2. Only paid participants may listen and contribute.
3. To ask a question or make a comment, you may type your questions into the "Chat" Box.
4. If you would like to speak on the call, please wait until the end of the session. The coaches will let you know when they are ready for comments.
5. Complete all assignments prior to call.
6. Be PREPARED!

Agenda for Today's Session:

Get Ready!

Complete the questions on this page as a warm-up to prepare for your coaching call.

Do you have a job description? Is it posted?

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Have you updated your job description?

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Has your job changed since you were hired?

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Do you know your agent’s job description?

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Notes:

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AGENT JOB DESCRIPTION

$______________________________

$______________________________

$______________________________

$______________________________

$______________________________

Tips for Developing and Writing the Perfect Job Description

1. Get a yellow legal pad and put next to your desk
2. Write down everything you do
3. Categorize everything. For example: Listing tasks, phone procedures, etc.
4. Organize in a logical manner…this will be your roadmap
5. Write in brief, specific statements
6. ____
7. ____
8. ____
9. ____
10. ____

<u>Notes:</u>

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System for Writing a Job Description

1. List everything you do on a daily basis.
2. List everything you do occasionally.
3. Categorize the things you do daily, e.g., telephone.
4. Keep it simple … no lengthy sentences.
5. Review your job description at your quarterly review to revise as needed.

Use the following format to help you get started.

Assistant Job Description

1. Goals:
   a. ______________________________
   b. ______________________________
   c. ______________________________
   d. ______________________________
2. Daily Tasks:
   a. ______________________________
   b. ______________________________
   c. ______________________________
   d. ______________________________
   e. ______________________________

f. ______________________________

g. ______________________________

h. ______________________________

3. Responsibilities:
   a. ______________________________
   b. ______________________________
   c. ______________________________
   d. ______________________________
   e. ______________________________
   f. ______________________________
   g. ______________________________
   h. ______________________________
   i. ______________________________
   j. ______________________________

4. Basic skills include:
   a. ______________________________
   b. ______________________________
   c. ______________________________
   d. ______________________________

Job Description Sample 1: ASSISTANT

Overview: Responsible for performing a variety of administrative and support duties to help the agent keep on track to increase business, improve profitability, and develop life-long clients.

Daily Musts:

- ☐ Receive agent's daily schedule
- ☐ Handle all incoming phone calls
- ☐ Handle all incoming emails
- ☐ Handle all incoming agent emails
- ☐ Fill out Daily Meeting form at the end of the day
- ☐ Communicate with agent
- ☐ Go through each active file folder

Duties:

- ☐ Handle all incoming phone calls
- ☐ Return all phone calls in a timely manner
- ☐ Handle all incoming emails
- ☐ Prepare all packages Pre-list, Listing and File folders
- ☐ Maintain all files in a neat and orderly fashion
- ☐ Send out any pre-list/FSBO packages
- ☐ Monitor and follow up on all sales/escrows/closing files with ___
- ☐ Maintain business supply inventory
- ☐ Monitor website
- ☐ Handle all checking accounts, deposits, and reconciliations
- ☐ Enter information in Quick books
- ☐ Keep track of mileage
- ☐ Send out Farm mailings quarterly
- ☐ Send out Holiday Cards (Thanksgiving, Christmas)
- ☐ Send follow up letters to all clients
- ☐ Post new listings on office board
- ☐ Monitor weekly, monthly, and yearly goals
- ☐ Update and maintain all clients' records in the database
- ☐ Responsible for all data entry and reports
- ☐ Manage all incoming and outgoing correspondence
- ☐ Ask personal people farm for referrals for the agent
- ☐ Maintain and improve Office Policy and Procedure Manual
- ☐ Handle: office products, bank, post office, signs (if needed)

Pre- Listings

- ☐ Deliver or send Pre-Listing Package
- ☐ Call seller to confirm date / time of appointment

- ☐ Prepare a New Client File
- ☐ Work with ___ on examples of:
  - ☐ Property brochure
  - ☐ Just sold post cards
- ☐ Prepare CMA's
- ☐ Order property profiles from Title Company
- ☐ Obtain property tax assessor information sheet
- ☐ Prepare the listing folder
- ☐ Fill out and input MLS Input sheet
- ☐ Order 200 Just Listed names of neighbors if applicable from the title company
- ☐ Prepare map and directions to property

Listings

- ☐ Prepare a New Client File
- ☐ Enter all client information in database
- ☐ Monitor and follow up on all listings
- ☐ Maintain Communication Log
- ☐ Make appointment to take pictures and virtual tour
- ☐ Submit proper information and photos to MLS
- ☐ Post photos and text to all websites
- ☐ Order "For Sale" sign
- ☐ Order "text" sign
- ☐ Order "Sold" rider
- ☐ Email MLS print out to seller
- ☐ Email new listing to top 25 agents
- ☐ Work with _________ on:
  - ☐ Property brochure
  - ☐ Just sold post cards
  - ☐ Order brochures
- ☐ Send "thank you" letter to seller
- ☐ Obtain keys, make extra keys
- ☐ Install lockbox with key
- ☐ Make sure sign is ready and placed
- ☐ Put up brochure box with Flyers
- ☐ Monitor that client has enough Flyers
- ☐ Send "Just Listed" letter
- ☐ Update white board
- ☐ Coordinate showings of property:
  - ☐ Maintain Showing Log
  - ☐ Ensure agent informed re: price reductions, upgrades, improvements, other selling features
  - ☐ Inform agent of any special showing instructions from the seller
  - ☐ Follow up with the agent to obtain buyer's feedback
  - ☐ Call seller to provide feedback regarding showing
  - ☐ Include showing feedback in seller's weekly marketing update

- ☐ Coordinate open houses of property:
  - ☐ Coordinate date/time with seller and buyer agents
  - ☐ Ensure buyer agent receives all info regarding selling features of the home
  - ☐ Follow up with agent after the open house to obtain feedback about traffic, comments
  - ☐ Call seller to provide feedback regarding open house
  - ☐ Include open house feedback in seller's weekly marketing update
- ☐ Negotiate price reductions (licensed assistant only)

Upon Receipt of Offer - *(Licensed Assistant Only)*

- ☐ Present offer to client:
  - ☐ Negotiate on behalf of client's best interest
  - ☐ Ensure client understands contract including deadlines and costs
  - ☐ Obtain estimated settlement sheet from closing office
- ☐ Submit paperwork:
  - ☐ Send full contract to lender and title company immediately
  - ☐ Send accepted contract, client, lender and title company information to closing office
- ☐ Update white board and CRM database with transaction information and deadlines
- ☐ Coordinate inspection:
  - ☐ Prepare buyer/seller on what to expect from a thorough inspection
  - ☐ Request inspection (when representing buyer)
  - ☐ Coordinate schedule for inspection (when representing seller)
  - ☐ Review results of inspection with buyer/seller
  - ☐ Call other agent and negotiate for items to be repaired as applicable (when representing buyer)
  - ☐ Negotiate with other agent on any objections from inspection (when representing seller)
- ☐ Coordinate appraisal:
  - ☐ Ensure lender has ordered appraisal when inspection objections are finalized
  - ☐ Notify and brief all parties when appraisal complete
- ☐ Follow contract deadlines:
  - ☐ Ensure Seller's Disclosures are sent, reviewed, and signed by deadline
  - ☐ Ensure inspection items are handled and agreed to in writing by deadline
  - ☐ Follow up with lender on completion of appraisal by deadline
- ☐ Monitor loan completion:
  - ☐ Contact other agent or lender for frequent loan status updates
  - ☐ Update client on loan status and any possible changes in the settlement deadline and negotiate extensions when needed
  - ☐ Ensure documents will be ready by settlement deadline

After Receipt of Offer:

- ☐ Put up “Sold” or “Pending” Sign
- ☐ Collect Property brochures
- ☐ Prepare Closing File

Preparing for Closing - *(Licensed Assistant Only)*

- ☐ Schedule closing with client
  - ☐ Ensure client has address/directions to the closing office
  - ☐ Inform client of proper identification and documentation to bring to closing
  - ☐ Notify other agent of scheduled closing time
  - ☐ Send estimated closing costs to client and ensure all information is accurate
- ☐ Prepare closing packet for client:
  - ☐ Provide copies of all documents from the transaction
  - ☐ Provide utility company information with phone numbers
- ☐ Call and inform client when transaction funds and records
- ☐ Coordinate transferring keys to new homeowner

After Closing:

- ☐ Report Sold to MLS
- ☐ Remove lockbox
- ☐ Remove Sold Sign
- ☐ Change website to Sold
- ☐ Send “Just Sold” cards
- ☐ Send gift and “thank you for working with our team” letter
- ☐ Send “thank you” letter to the other agent
- ☐ Create “other agent database”
- ☐ Send “thank you” letter to lender
- ☐ Put in Anniversary File
- ☐ Send Client Survey, follow up until received
- ☐ Convert File to Sold File
- ☐ Call Just Sold
- ☐ Remove from other websites
- ☐ Dated Jan 20, 20_ _ Closing Letter and Statement for Buyer
- ☐ Dated Jan 20, 20_ _ Closing Letter and Statement for Seller
- ☐ Update sold records in Pre-List Package
- ☐ Update database with forwarding address

Buyer Clients:

- ☐ Prepare a New Client File

- ☐ Enter all client information in database
- ☐ Pull up houses in MLS
- ☐ Prepare showing route if applicable
- ☐ Schedule showing appointments
- ☐ Make copies for clients/ Agent
- ☐ Make any follow-up calls
- ☐ Call clients and introduce procedures/what to expect
- ☐ Monitors and follow up on closing files with ___
- ☐ Maintain Communication Log
- ☐ Send "Congratulation" Letter to buyer
- ☐ Attend Closings
- ☐ Send gift and "thank you for working with our team" letter to buyer
- ☐ Send Client Survey, follow up until received

Must be Knowledgeable of the Following Programs:

- ☐ MS Office (Word, Excel, Outlook)
- ☐ MLS Systems
- ☐ QuickBooks
- ☐ Database
- ☐ Kelle/KW Referral Network
- ☐ KW Command

Necessary Skills and Attributes:

- ☐ Excellent time management skills
- ☐ Detail oriented
- ☐ Good communication skills
- ☐ Team player
- ☐ Treats all clients and team members with respect
- ☐ Positive attitude and friendly demeanor
- ☐ Highly organized

Date: ____

Employee: ____

Agent: ____

Job Description Sample 2

GOALS:

- ☐ To help the agent increase business
- ☐ To help the agent decrease expenses
- ☐ To assist the agent in developing clients for life
- ☐ To keep agent on track
- ☐ To monitor goals
- ☐ To handle administrative duties

DAILY MUSTS:

- ☐ Receive agent's daily schedule
- ☐ Handle all incoming phone calls regarding listings
- ☐ Handle all incoming emails regarding listings
- ☐ Fill out daily meeting form at the end of the day
- ☐ Communicate with agent
- ☐ Go through each active file folder

RESPONSIBILITIES:

- ☐ Returns all phone calls in a timely manner
- ☐ Handles all incoming emails
- ☐ Keeps all files neat and orderly
- ☐ Monitors and follows up on all sales/escrows/closing files
- ☐ Monitors website marketing
- ☐ Keep track of miles
- ☐ Follow-up letters/emails to clients
- ☐ Post new listings on office board
- ☐ Monitors weekly, monthly, and yearly goals.
- ☐ Update all clients' records in the computer
- ☐ Responsible for all data entry and reports
- ☐ Responsible for all correspondence
- ☐ Asks personal people farm for referrals for the agent
- ☐ Maintains and improves Office Policy and Procedure Manual

CONTRACT MANAGEMENT:

- ☐ **Listing Management**
  - ☐ Filing system
    - ☐ Create a file with each new listing and use the 6-section outline
    - ☐ Maintain communication log
  - ☐ Showings
    - ☐ Schedule showing

    - Follow showing instructions for each property
    - Enter agent name, brokerage, phone number and showing date/time onto showing log
  - Ensure agent has all pertinent information on property
    - Update them on recent price reductions, offers and showings
    - Inform them of any upgrades, improvements, and other selling features
    - Inform them of any special showing instructions the seller has requested be followed
  - Be aware of other similar listings and give the agent the details of these properties
  - Ensure agent follows through on showing the property
  - Obtain constructive feedback that will be beneficial to seller
    - Follow up with agent who showed property
      - Buyer feedback
        - Ask detailed questions on what the buyer thought of the property.
        - Evaluate the buyer's feedback and point out features or selling points that may have been overlooked.
      - Agent feedback
        - Ask the agent what they thought of the price, location, and any suggestions on selling the property
      - Enter feedback
      - Enter detailed notes into the listing with the feedback
  - Communicate feedback to seller
    - Call or email the seller and inform them of the feedback obtained on their property
    - Include showing feedback in seller's weekly marketing update

UNDER CONTRACT MANAGEMENT:

- Present offer to client
  - Negotiate on behalf of client's best interests
  - Ensure client understands the full contract including deadlines and costs associated with it
  - Obtain estimated settlement sheet from escrow
- Submit paperwork to escrow
  - Send accepted contract, client, lender, and title company information
  - Ensure full contract is sent to lender and title company immediately
- Update Under Contract Board and Top Producer with transaction information and deadlines
- Coordinate inspection
  - Representing buyer

- Explain the benefits of having a professional inspection performed
- Prepare buyer on what to expect from a thorough inspection
- Notify Transaction Coordinator to order inspection unless buyer declines
- Review results of inspection with buyer
- Call other agent and negotiate for items to be repaired as applicable

- Representing seller
  - Inform seller of when inspection is scheduled
  - Explain to seller how the outcome of the inspection can be
  - Follow up with buyer's agent on results of inspection
  - Negotiate on any objections from inspection
- Appraisal coordination
  - When inspection objections are finalized, ensure lender has ordered the appraisal
  - Notify all parties when appraisal is complete and what the outcome was
- Follow contract deadlines
  - Ensure seller's disclosures are sent, reviewed, and signed by deadline
  - Ensure inspection items are handled and agreed to in writing by deadline
  - Follow up with lender on completion of appraisal by deadline
- Loan completion
  - Contact other agent or lender for frequent updates on status of loan
  - Keep client updated on status of loan and any possible changes in the settlement deadline
  - Negotiate extensions when needed to ensure lender can complete the loan
  - Ensure docs will be ready by settlement deadline

<u>CLOSING MANAGEMENT:</u>

- Schedule closing
  - Schedule time convenient for client
  - Ensure client has the address/directions to title company
  - Inform client of proper identification/documentation to bring
  - Notify other Agent of scheduled closing time
- Send estimated HUDS to client before closing.
  - Review them with client and ensure all information is accurate
- Prepare closing packet for client
  - Include thank you letter
  - Full copy of the REPC with all addenda
  - Copies of all documents from the transaction
  - Copy of all utility company information with phone numbers
- Funding and recording

- ☐ Call and inform client when transaction funds and records
- ☐ Ensure client is aware of when they can take possession
- ☐ Coordinate transferring keys to new homeowner
- ☐ Ensure sign is removed from yard.
- ☐ Remove lockbox and flier holder from inside of home when representing seller
- ☐ Send thank you letter to client after closing

CLIENT MANAGEMENT:

- ☐ **Tethering to Client**
  - ☐ Service the client … make their day
  - ☐ Establish a comfort level with client
  - ☐ Build client's confidence in order to handle negotiating their contract from beginning to end
- ☐ **Communicating with Client**
  - ☐ Telephone/email
    - ☐ Call and ensure the client is up to date with activities on the property each week
      - ☐ Showing feedback
      - ☐ Calls from sign
      - ☐ Completed items from their marketing plan
    - ☐ Ensure client is satisfied with services that are being delivered
    - ☐ Ask client for referrals.
  - ☐ Mail
    - ☐ Send client a letter each week summarizing the week's activities
      - ☐ Print out of buyer acquire calls
      - ☐ Website activity including number of hits/calls
      - ☐ Showing feedback from client and agent
      - ☐ Open house activity including feedback from buyers
      - ☐ Lock box key activity showing report
      - ☐ Copy of advertisements
      - ☐ Completed items from the marketing plan
    - ☐ Send client a market update once a month

MARKETING:

- ☐ **Open Houses**
  - ☐ Find agents to hold open houses for listings
    - ☐ Send email to office staff to distribute to other agents throughout office
    - ☐ Call agents directly and ask to hold open houses
  - ☐ Coordinate time/expectations
    - ☐ Coordinate date/time with seller and agent
    - ☐ Ensure agent is aware of importance of arriving early, getting accurate information on traffic/feedback on home, and calling agent immediately after to relay activity
    - ☐ Ensure that agent receives all information on the selling features of the home
  - ☐ Track QR code numbers from each listing

- ☐ Ensure that each QR code message is followed up on
- ☐ Track calls on each listing and include with seller's marketing update
- ☐ Compile information on the listing being emailed including the address, MLS#, price and selling points of home, including any price reductions
- ☐ Email 50 agents at a time
- ☐ Ensure there is an unsubscribe link at the bottom of the email, and remove any agents from the mailing list that ask to be removed

LISTING CLIENTS:

- ☐ Prepare a new client file - computer and file
- ☐ Monitor and follow up on all listings
- ☐ Submit MLS information
- ☐ Submit proper information and photos to MLS.
- ☐ Photos and text to website
- ☐ Order "for sale" sign
- ☐ Sold rider up
- ☐ Email MLS print out to seller
- ☐ Email new listing to top 25 agents
- ☐ Work with Associate on
  - ☐ Preparing property brochure
  - ☐ Just sold post cards
  - ☐ Order brochures
- ☐ "Thank-you letter" to seller
- ☐ Make extra keys, pick up keys
- ☐ Install lockbox with key
- ☐ Make sure sign is ready
- ☐ Make appointment to take pictures and virtual tour/measure house
- ☐ Make sure clients have enough fliers
- ☐ Send Just Listed cards
- ☐ Email Just Listed cards

NEGOTIATE:

- ☐ Negotiate all offers on listings
- ☐ Negotiate all offers on repairs for our sellers
- ☐ Negotiate all offers on repairs for our buyers
- ☐ Negotiate all price reductions

AFTER OFFER IS RECEIVED:

- ☐ Schedule "Sold" or "Pending" sign
- ☐ Prepare closing file

AFTER CLOSING:

- ☐ Report sold to MLS
- ☐ Schedule removal of lockbox

- ☐ Schedule removal of sold sign
- ☐ Email Just Sold cards
- ☐ Send thank you for working with our group letter
- ☐ Thank you letter to other agent
- ☐ Thank you letter to lender
- ☐ Put in anniversary file
- ☐ Client survey sent and received
- ☐ Remove from Internet
- ☐ Dated Jan. 20, 20_ _ closing letter and statement for buyer
- ☐ Dated Jan. 20, 20_ _ closing letter and statement for seller
- ☐ Change website to sold
- ☐ Update sold records in prelist package

Must be knowledgeable of the following programs:

- ☐ MS Office (Word, Excel, Outlook)
- ☐ MLS Systems
- ☐ QuickBooks
- ☐ Internet
- ☐ Kelle/KW Referral Network
- ☐ KW Command

Inventory

Lockboxes
Signs
Brochure boxes

Dated this day: ______________________

Employee: ____

Agent: ____

What Is Wrong with this Job Description?

Scope of Responsibility:

Responsible for all aspects of Closings from point of sale through closing, including updating and maintaining the integrity of history information on Top Producer for all clients, both Sellers and Buyers. In general, responsible for running the office in areas such as maintaining supplies/printed materials, computer maintenance, updating and troubleshooting, key contact for updates, changes and questions regarding external office procedures as specified by Office Manager and the Corporate office, and assist in payroll records and various other duties. Maintain positive relations with all outside entities to insure a smooth and prompt closing, including but not limited to Title Companies, Mortgage Companies, Relocation Companies, other Real Estate Agents, Home Inspection Companies, Home Warranty Companies, Contractors/Vendors, and other office personnel. Responsible for external programs for maintaining client contact on all past clients. Assist with Farming Database and Past Client Mailings. Support all agents as needed and keep them accountable and on track for production goals. Continually brainstorm with the agents on possible ideas to increase business and implement them. ASK FOR REFERRALS!! Backup for Listing Support Services.

Must be knowledgeable of the following computer programs:

- Window
- Word/Excel
- Top Producer
- Publisher
- Network Management
- MLS Systems
- Internet

Skills necessary/knowledge of:

- Excellent time management skills
- Detail oriented
- Good communication skills
- Beneficial to have an understanding of real estate guidelines
- Be a team player
- Familiarity of real estate contract and various related forms

30/60/90 DAY PLAN

Executive Assistant - Monica Reynolds

When developing your new team member's 30-60-90-Day plan, focus on what the goal is, and how you will measure the team members achievements. Identi6/ targets for the team member that will facilitate success in the role, and on your team. Feel free to consult the job description and KW Connect tools for ideas.

Focus on **SMART** Goals:

- ✓ **S**pecific: Clearly define what you are going to do.
- ✓ **M**easurable: Establish concrete criteria for measuring progress toward the attainment of each goal you set.
- ✓ **A**chievable: Goals should be challenging but a match to the knowledge and skills of the employee.
- ✓ **R**epeatable: The action or goal can be completed on a repeated basis.
- ✓ **T**imely: A commitment to a deadline helps a team focus their efforts on urgent tasks first.

30 Day Goals

☐ **Answer the phone professionally, use the phone equipment, transfer/forward calls, pull voicemail**

- o Leam and effectively communicate the Potential Buyer Conversation— obtain certification
- o Leam and effectively communicate the Potential Seller Conversation— obtain certification
- o Effectively recite conversations, role play, managing voicemail, closing the call- obtain certification
- o Upset client/ or I want to speak to the agent only— obtain certification

☐ **Own the database and help GROW the database (minimum of 3 entries per day)**

- o Data entry
- o Track database growth
- o Managing all entries that are complete...name, address, phones and emails
- o Manage Email Campaigns
- o Manage Mail Campaigns
- o Email Marketing videos
- o Know how to clean up database

□ **Know and effectively communicate the listing process from A to Z**
- o Pre-List Package
- o MLS entry
- o Customer conversations daily
- o Seller feedback using the client Conversation
- o Marketing/ website
- o Maintain listing checklist and file
- o Ask for reviews on a weekly basis
- o Ask for referrals upon closing
- o Maintain conversation log
- o Maintain listing update for agent
- o Property brochures
- o Open houses
- o Facebook
- o Inventory

60 Day Goals

□ **Closing Files**
- o Build closing file checklist
- o Proficient on maintain pending files
- o Closing File
- o Calling the seller with updates
- o Schedule all inspections o Manage repairs
- o Negotiate if licensed
- o Monitor contingency dates
- o Ask for reviews/ referrals on a weekly basis

□ **Tracking Numbers and Sources of Business weekly**
- o Appointments set
- o Listings taken
- o Listings under contract
- o Buyers under contract
- o Price reductions
- o Closed
- o Create and maintain an excel spreadsheet for sources

□ **Lead Generation Systems**
- o Support one (for example: expireds, research, letters etc.)

90 Day Goals

o All marketing
o All listings
o All pendings
o Database
o Phone and scripts
o Tracking Numbers weekly
o Goal monitoring 15th Protocol of the Month
o Helps with 1 or 2 Lead Generation systems

Team Member Name:	
Leader Name:	
30 Day Goals Completed:	
60 Day Goals Completed:	
90 Day Goals Completed:	

Be the Perfect Executive Assistant

High-performing assistants are the “culture keepers” on the team. They coordinate meetings, arrange events, choose vendors, negotiate contracts, manage the boss’s calendar, organize travel, prepare reports, interact with customers, supervise staff—and much more. Assistants promote the team culture through systems and processes, tools, and communication. Exemplary assistants view themselves as their boss’ partner. They work with the boss to accomplish the team’s objectives.

a. <u>Be a “can-do” person</u>

b. <u>Be positive</u>

c. <u>C A N I</u>

d. <u>WOW a customer</u>

e. ____

f. ____

g. ____

h. ____

UPDATING YOUR SKILLS

All top assistants are willing to learn. They stay abreast of new procedures, technologies, and software. If you aren’t learning new skills, you're falling behind. For instance, technology changes so quickly that the skills you had just five years ago may be obsolete. That's why it's important to keep developing your skills and learning new ones. To find out which skills those are, pull up job descriptions you’re interested in, speak with your agent, and check out your Market Center classes. To “skill up”, take classes or pursue certifications. If you worry about the time commitment, take baby steps, with one class at a time.

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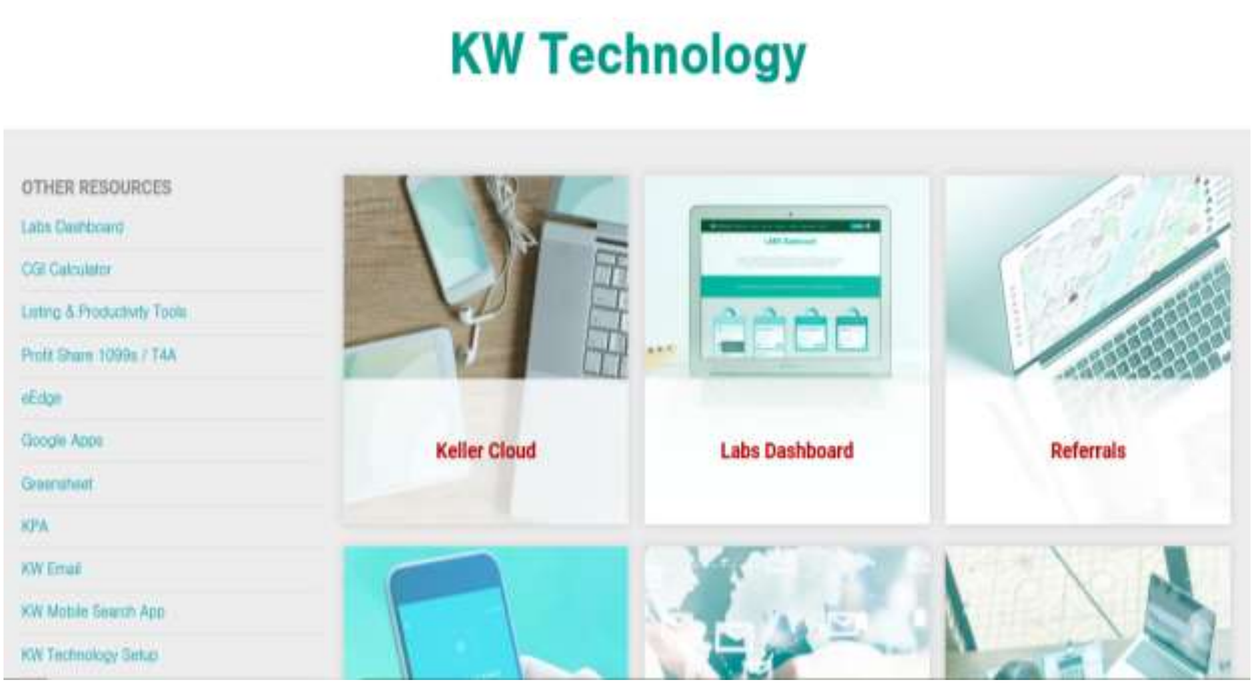
KW MAPS Coaching KWU



Policy and Procedures Tab Suggestions
1. 2. 3.

What I Learned Today …

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Session 5: Homework Assignment - Complete and Give To Your Agent

1. ____
2. ____
3. ____