

NAHRO
Faculty and Consultant
Manual

Updated 12/17/24



Professional Development

PURPOSE

This Faculty/Consultant Manual is intended as a general guide to NAHRO's policies, procedures, and practices as they relate to consultants. The matters described in this manual are subject to change, without notice, at the sole discretion of the association. This manual does not express conditions of employment, nor does it create a contract between consultants and NAHRO. We intend to update this manual periodically, so please check with NAHRO's [Director of Professional Development and Certification](#) (PD+C) to ensure that your understanding of a policy is current. Any policy changes that differ from this manual will supersede the summaries outlined.

Thank you for agreeing to serve as a NAHRO consultant. As a consultant, you are expected and entrusted to provide housing authorities/agencies and networks with the highest quality training and/or technical assistance. Your investment, knowledge, and expertise are valued and contribute greatly to the organization's success.

ABOUT NAHRO

To learn about NAHRO, its mission, and its structure, please visit <https://www.nahro.org/about/>.

NAHRO PROFESSIONAL DEVELOPMENT (PD) AND CERTIFICATION (C)

For over half a century, NAHRO has offered trainings, certifications, technical programs, and products that are recognized industry-wide. Our educational services are designed to equip staff, commissioners, and residents with the essential knowledge and practical skills required in today's rapidly changing housing and community development industry. NAHRO's on-site and online trainings, and custom programs, allow us to provide cost-effective educational opportunities. An additional benefit of our on-site programs is that they can be tailored to an agency's specific needs or a particular locale. Our custom programs can be used as a vehicle for agency staff, commissioners, and residents to learn and apply skills and knowledge to work together to help build a strong, healthy community.

NAHRO's training materials and program deliveries are of the highest quality. All our consultants are knowledgeable in their areas of expertise; most work, or have worked, in senior positions in the affordable housing and community development industry. Therefore, they understand agency operations, management, the responsibilities accompanying these duties, and the challenges of providing quality service to those they serve. Additionally, they are selected for their ability to transfer this knowledge to others in a clear, understandable manner. NAHRO's

programs are monitored by staff, NAHRO's Professional Development Committee, and the Board of Ethics and Credentialing Trustees (BECT). Every participant evaluation is reviewed for quality related to the consultant/Faculty/trainer, program materials, and location. NAHRO trainings are developed and maintained by the industry, for the industry.

NAHRO has over a dozen Certification programs. We have two paths to becoming certified (training or experience), and require all individuals to take an ethics training, making NAHRO Certification unique from our competitors. As of January 2025, Ethics training is available on demand and FREE for NAHRO members.

Additionally, NAHRO Certification holders must recertify every three (3) years and continue their learning by obtaining a specified number of Continuing Education Units (CEUs). Starting in January 2026, certification holders will be required to take NAHRO ethics as part of their recertification requirements. To learn more about NAHRO Certification, please visit <https://www.nahro.org/certification-training/nahro-certification/>.

PD'S APPROACH

NAHRO provides inclusive training through short lectures and interactive case studies. NAHRO's case study approach enables the participant to have multiple learning methods through practice examples. These techniques include:

- Leverage the knowledge, skills, and experience of participants.
- Realistic case examples that bring the forms to life and allow for meaningful practice.
- Active engagement of participants through both group and individual exercises.
- Allowing participants to ask questions based on their experiences and addressing issues directly impacting their agencies.
- Allowing participants to explain solutions and how they would apply foundational materials to the case example.

Responsiveness and personal attention are difficult to measure objectively. However, NAHRO strongly feels this is one of the association's strengths. Staff and consultants continually exemplify a spirit of professionalism and dedication to satisfying client needs through superior and truly personalized service.

NAHRO utilizes practitioners as consultants. It is imperative to NAHRO's approach to have industry leaders with lived experience to train our content.

ABOUT NAHRO TRAINING AND CERTIFICATION

NAHRO offers training programs both in person and online. Persons completing a NAHRO training and any affiliated exams can obtain a prestigious NAHRO Certification. All NAHRO Certifications require ethics training, which can be administered to a group either on-site or online or completed by participating in a regularly scheduled NAHRO ethics training. Persons can apply for a NAHRO Certification after completing the training, exam, and ethics training requirements. To view the current NAHRO Certification programs, please visit [here](#).

In addition, NAHRO has three certification programs that do not have specific training requirements and are considered “Premiere Certifications”:

- NAHRO Certified Management Executive (CME).
- NAHRO Certified Manager of Property Operations (CMPO).
- NAHRO Certified Manager of Voucher Operations (CMVO).

BENEFITS OF BEING A NAHRO FACULTY

As a NAHRO Faculty, you will join a community of nationally recognized industry leaders. In addition, you will receive access to resources (e.g., Direct News, Monitor), free registration to PD trainings, discounted rates to conferences, professional development series and more!

ADMINISTRATIVE POLICIES

INDEPENDENT CONSULTANTS

As referred to in this document, consultants are considered independent contractors, not employees of NAHRO. A consultant’s contract and statement of work (stating specific responsibilities, line of authority, and duration) must be completed and signed by the consultant and the Chief Operating Officer (COO). NAHRO asks and expects all consultants to demonstrate the same professional conduct as regular employees when acting on behalf of NAHRO. Since consultants are not NAHRO employees, they are not eligible for overtime compensation or benefits.

NAHRO relies upon the special skills, qualifications, experience, and abilities of consultants. Consultants may not subcontract their responsibilities or assign this agreement or any right or obligation without NAHRO's specific, written consent. Any attempted subcontract or assignment is a violation of the contract provisions and will make the contract null and void.

CONFLICT OF INTEREST

The Conflict of Interest (COI) attestation (**Appendix A**) is designed to assure the highest level of ethical conduct of persons contracted by and involved in the work of NAHRO; it also is intended to avoid public perceptions and financial consequences detrimental to NAHRO that could arise from the misuse, or perception of misuse, of an individual's position or influence. NAHRO's conflict of interest attestation is designed to encourage transparency and careful deliberation in cases where conflicts or perceived conflicts may arise.

Definition: A conflict of interest may be defined as an interest that might affect, or might reasonably appear likely to affect, the judgment or conduct of an individual associated with NAHRO. A conflict of interest may exist when the interests, concerns, or potential interests/concerns of any consultant, or any individual, group, or organization to which one of

these people has allegiance, may be seen as competing with the interests or concerns of NAHRO or may impair these people's independence or loyalty to NAHRO.

For example, a conflict of interest may exist if a consultant:

- Solicits customers during the performance of NAHRO work or during NAHRO-sponsored events.
- Has a business or financial interest in any third party dealing with NAHRO.
- Derives remuneration or other financial gain from a transaction involving NAHRO (other than income reported on a W-2, W-9, or salary and benefits expressly authorized by the Board).
- Engages in any outside employment or other activity that will materially encroach on the consultant's obligations to NAHRO; compete with NAHRO's activities; involve any use of NAHRO's content, materials, equipment, supplies, or facilities; or imply NAHRO's endorsement, sponsorship, or support of the outside employment or activity.

Consultants shall not, at any NAHRO training, conference, or program presented, solicit business for their account or for the account of anyone other than NAHRO, whether such solicitation is made verbally, through written or audio/visual means, or by any other means.

Consultants should refer to NAHRO PD+C staff for all inquiries from class participants, NAHRO members, or other parties indicating an interest in additional courses, training, or technical assistance. Inquiries should not be directed or referred to any person, firm, or organization other than NAHRO. Consultants should not, without NAHRO's written consent, enter into any agreement or arrangement to provide services to any individual, NAHRO member, or interested party on their behalf or that of a third party if NAHRO offers training that is substantially similar in subject area or content.

CONFIDENTIALITY

NAHRO considers certain information to be confidential and/or proprietary. Such information should not be communicated without proper authorization from NAHRO. Confidential information can include:

- certain business information such as financial and marketing data, training session evaluations, budget information, bid proposals, contract negotiations, and research and development ideas
- personnel actions, such as promotions, demotions, terminations, personnel controversies, compensation, payroll data, performance appraisals, and personal information of an embarrassing nature or that an employee specifically requested be kept confidential;

- information about program recipients or clients of a personal nature; and certain legal advice, opinions, and documents. If you are not sure if the information you are handling is confidential, consult the NAHRO Director of PD+C.

When discussing or transmitting confidential information, please follow these guidelines:

- Make sure that you properly dispose of all confidential information.
- Do not reveal any confidential information except under the direction and approval of NAHRO.
- Make sure that confidential information is properly marked and secured before transmittal.
- Ensure that the recipient of confidential information has a legitimate need to know the information.
- Avoid displaying confidential data where it can be easily observed, including on your computer screen when you are not present.
- Immediately inform the NAHRO Director of PD+C.
- Limit reproduction and distribution of such information.
- Secure confidential documents in locked cabinets or containers when not in use.
- Make sure that you properly dispose of all confidential information after completion of use.
- Transmit confidential or proprietary information such as exams using a secure method (e.g., encrypted email, Dropbox, SharePoint).

COPYRIGHTED CONTENT AND MATERIAL

NAHRO materials may include materials in printed, electronic, or other formats. NAHRO retains all rights, title, and interest, including copyright, in and to the NAHRO materials. NAHRO materials may be used only in connection with providing specified consultant or training services and may not be otherwise copied, reproduced, or distributed to third parties. Upon completion of the services or termination of this agreement — whichever occurs first — the consultant shall immediately return all existing physical and electronic copies or partial copies of all NAHRO materials to NAHRO. Additionally, they shall (if applicable) remove the materials from their computers and certify to NAHRO that all copies or partial copies have been returned. All materials developed by the consultant under their contract with NAHRO fall under that contract's terms and become the property of NAHRO.

TRADEMARKS

The NAHRO name and logo are trademarks of NAHRO and may not be used by a consultant except as authorized by NAHRO. Using NAHRO's name or logo for any other purpose is strictly prohibited. If you need to use NAHRO's logo, please submit this request to the Director of PD+C or any other authorized NAHRO representative.

Curriculum Development for NEW Trainings

There will be opportunities for consultants to create brand new content on behalf of NAHRO. Please note: content created and paid for by NAHRO becomes NAHRO property and cannot be used for a consultant's personal business endeavors.

When a consultant develops a training for NAHRO, they commit to completing the following deliverables:

- Training Overview Form.
- PowerPoint with Faculty notes using one of NAHRO PD+C's templates.
- Participant Guide with citations as applicable (typically HUD-related programs/policies).
- Facilitator Guide.
- Exam with question categories (when applicable).

NAHRO's curriculum development compensation model is as follows:

Pilot #1: Based on the initial development concepts.

- 1 hour of training = up to 3 hours of development for the PowerPoint and Participant Guide.
 - If HUD-related program, up to 4 hours of development time due to citation requirements.
- Up to 15 minutes per exam question (when applicable).

Pilot #2: Faculty incorporate changes based on delivery and participant evaluations from pilot #1.

- 1 hour of training = up to 2 hours of revision to the PowerPoint, Faculty Notes, and Participant Guide.

Pilot #3: Faculty incorporate changes based on delivery and participant evaluations from pilot #2.

- 1 hour of training = up to 1 hour of revision to the PowerPoint, Faculty Notes, and Participant Guide.

After three new or revised curriculum pilots are completed, the training overview form is revised, and a facilitator guide is developed.

- 1 hour of training = up to 2 hours of development.

NAHRO's curriculum revision compensation model is as follows:

Faculty members who participate in the training revisions are considered subject matter experts (SMEs) and are referred to as such in the revision process below.

Curriculum Revision Process for Existing Trainings

NAHRO's curriculum revision process for existing trainings is as follows:

1. Training Revision Meeting

- Faculty subject matter experts (SMEs) will complete training revision pre-work, where they will document their evaluations and reflections on training materials and delivery. The Curriculum Manager (CM) and SMEs will then come together to analyze data from recent training sessions, update the training overview form (TOF), and address any concerns or questions identified during the training revision pre-work to refine other training materials.

2. TOF Approval

- The CM will modify the TOF based on feedback received during the Training Revision Meeting. The CM will then send the revised TOF to SMEs for their approval.

3. Materials Revision

- Once the TOF has received approval, the CM will proceed to revise all other course materials as necessary to ensure alignment with the TOF. The CM will provide a detailed outline of specific content changes and questions to the SMEs to address any content gaps.

4. Finalization Meeting

- The CM and SMEs will meet for a final review of the updated material and address any outstanding concerns. After the finalization meeting, the CM will send all training materials to SMEs for their final written approval, marking the completion of the course.

5. Evaluation

- The CM collects feedback from the course after implementation. This feedback will be used to inform the next revision meeting.

Important Notes:

- The CM will communicate with SMEs to provide information on allocated hours and a timeline for the revision cycle prior to the start of each training revision process.
- Mandatory feedback deadlines will be set for different stages of the revision process. Failure to meet the feedback deadlines will lead to a loss of compensation.
- After the materials have been finalized, no updates will be made to the materials until the next revision meeting. Failure to share revision requests during the revision cycle will prevent the revisions from being incorporated into the training. As such, the hours spent

on the work will not be reimbursable.

MODIFYING OR ADDING CONTENT TO THE NAHRO CURRICULUM PRIOR TO TRAINING ASSIGNMENTS

Consultants **may not modify** or **add content** to NAHRO curriculum without the expressed approval of the Curriculum Manager.

1. Faculty are strongly encouraged to review the training materials (i.e., Training Overview Form, Power Point, Participant Guide) prior to agreeing to train and to their next scheduled offering. During the review, all faculty are welcome to identify proposed revisions (e.g., changes in content, incorrect information, citations, answers, page numbers wrong etc.)
2. For proposed changes to be considered, they **MUST** be submitted to the Curriculum Manager using the curriculum tracker found on the faculty portal
 - a. For HUD related trainings:
 - i. For proposed changes to be considered for the upcoming offering, they **MUST** be submitted to the Curriculum Manager using the curriculum tracker and 30 days prior to the start date.
 - ii. Formatting issues such as wrong page numbers will automatically be addressed.
 - b. For all other trainings:
 - i. Proposed changes should be documented on Training Summary Form (TSR) and will be accumulated and brought to curriculum revision meetings.
 - ii. Formatting issues such as wrong page numbers will automatically be addressed.
3. The CM will work internally to determine if the changes are approved. Upon approval, all faculty who train the content will be updated of the change.

Please read and sign to formally acknowledge the following:

I have read and understand that FACULTY should not modify or add content to NAHRO Curriculum without expressed approval of the Curriculum Manager

Signature: _____

I have read and understand that revisions for HUD related training programs must be submitted 30 days prior to the start date of any training assignment and in the requested format on the faculty portal:

Signature: _____

OTHER POLICIES

HARASSMENT

NAHRO's goal is to operate at the highest professional level, free from discrimination or harassment. Each consultant has the right to work in a professional atmosphere that promotes equal opportunity and prohibits discrimination and harassment. Harassment includes unwelcomed conduct — whether verbal, physical, or visual — based on a person's protected status, such as gender, color, race, ancestry, religion, national origin, age, physical handicap, medical condition, disability, marital status, veteran status, citizenship status, or another protected group status. Any instance of harassment should be immediately reported to the Director of PD+C.

EEO/DIVERSITY STATEMENT

NAHRO is firmly committed to creating a climate that values the different perspectives diversity brings to its work. Attracting and developing a diverse workforce that reflects the communities we serve is at the foundation of our work. Viewing diversity as an asset is essential to cultivating a workforce that reflects the changing face of the United States. It is a continuing policy of NAHRO to afford equal employment opportunities to recruit qualified individuals without regard to sex, race, ethnicity, color, religion, gender, national origin, sexual orientation, gender identity, marital status, age, disability, veteran status, active military status, genetic tests and information, and an individual's status as a domestic violence victim. This policy encompasses all aspects of the consultant relationship, including application, work assignment, selection for training opportunities, and compensation. Contracting decisions will be based on the principles of equal employment opportunity and with the intent to further NAHRO's commitment to diversity. All consultants may exercise their rights under the policy or federal, state, or local laws at any time.

To learn more about NAHRO's Diversity framework, please visit [here](#).

OPEN DOOR POLICY

If you have concerns regarding any situation, either at NAHRO or at a training event, we have an open-door policy. Should any problems arise, please feel free to call, email, or visit the Director of PD+C.

NEWS OUTLETS AND SOCIAL MEDIA

INTERACTION WITH THE MEDIA

NAHRO provides training to support the housing and community development field. While providing training events, consultants may be asked to make statements or grant interviews to the media regarding the event and/or a housing authority. Consultants may not speak on behalf of NAHRO and should make clear that they are contractors with NAHRO and not NAHRO

employees speaking on behalf of the organization. As a rule, Consultants should **ALWAYS** refer media to [NAHRO's Director of Communications](#) for official follow-up.

SOCIAL MEDIA

Social media is defined as media designed to be disseminated through social interaction, created using highly accessible and scalable publishing techniques. Examples include but are not limited to email, LinkedIn, X, Facebook, TikTok, and YouTube. Both in professional and institutional roles, consultants should follow the same behavioral standards online as they would in real life. The same laws, professional expectations, and guidelines for interacting with others apply online as in the real world.

In general, consultants are personally responsible for the content of all text, audio, or images that are placed or sent over the Internet. Fraudulent, abusive, profane, harassing, or obscene messages are prohibited. No messages with derogatory or inflammatory remarks about an individual's or group's race, religion, national origin, physical attributes, or sexual orientation may be transmitted. Information transmitted should not violate or infringe upon the rights of others. Any personal website, blog, or Facebook interaction should not contain commentary that violates NAHRO's policies on harassment or discrimination. Consultants are solely responsible for any legal liability arising from or relating to the content of their communications.

EXPECTATIONS OF CONSULTANTS

CONTENT EXPERTISE

Consultants must possess and maintain a strong understanding of the Housing and Community Development topic they wish to train or provide technical assistance on. Each consultant is encouraged to audit professional development training offerings and can attend any NAHRO PD training for free. Consultants are expected to stay current on HUD regulations and changes impacting their area(s) of expertise. As a result, consultants must review all training content before delivering it to ensure it represents the most up-to-date information. *Preparing for trainings is included in the compensation rate for the consultant's delivery of training.*

FACULTY PORTAL

NAHRO PD+C staff has built the [Faculty Portal](#) on our website to be a one-stop-shop for all of our Faculty's needs. On the Faculty Portal, you can find:

- Access to the training materials library.
- PowerPoint templates.
- Expense Reports.
- Training Summary Report form.
- Training Auditing form.
- Discounted conference registration information.
- Faculty FAQ.

Faculty can access the Faculty portal by visiting <https://www.nahro.org/certification-training/Faculty-portal/>.

Faculty must log into their NAHRO account to access the Faculty portal. If you have issues logging into your account or accessing the portal, please reach out to professionaldevelopment@nahro.org.

Faculty should always consult the Faculty Portal **FIRST** before contacting NAHRO PD+C staff. If there is any helpful information that you believe is missing from the portal, please let NAHRO PD+C staff know.

PERSONAL HEALTH CARE

NAHRO recommends that each consultant pay close attention to their health care needs. Should you have a medical condition that may impact any aspect of your work with NAHRO, please inform NAHRO's Director of PD+C prior to traveling. If you are ill or will be late or unable to attend a scheduled training, you are required to contact the Director of PD+C immediately to allow for other arrangements or cancellations.

DRESS CODE

Consultants represent NAHRO as an organization. All consultants should dress at least business casual when acting on behalf of NAHRO. While representing NAHRO during training events, all consultants should dress professionally. Confer with the NAHRO staff member or team leader on site should you have any questions.

TRAINING & TRAINER PROCEDURES

TRAINING ASSIGNMENTS

NAHRO staff will assign training opportunities based on the following criteria:

- Subject matter expertise.
- Client request.
- Geographic location.
- Responsiveness.
- Training track record.

There are a lot of moving parts to coordinating trainings, so responsiveness is key for consultants. Consultants will have **48 hours** to respond to any training opportunities. After 48 hours, NAHRO will need to move on to the next consultant to remain responsive with the client. Consultants who respond sooner rather than later are prioritized, and historical responsiveness is considered when scheduling.

TRAVEL

Once a consultant has agreed to a training assignment, it is the consultant's responsibility to coordinate all travel. Consultants may use "frequent flyer" programs with benefits accruing to

the consultant, but these programs shall not interfere with identifying and using the lowest fare available. Additional travel insurance costs will not be reimbursed.

Within a minimum of **one month prior** to the training start date, the consultant should have the following details on travel arrangements arranged:

- Flight and Lodging Accommodations.
- Transportation to and from the airport.
- Transportation to and from training facility to hotel.

As of January 1, 2025, Faculty can bill up to half of their daily rate for **one** travel day for each in person training. Faculty are strongly encouraged to book a return flight on the same day that the training ends.

TRAVEL EXPENSE PARAMETERS

As a non-profit, we are extremely mindful of the costs associated with travel. Consultants should work within these parameters when booking travel:

- Flights should not exceed \$700.00.
- Hotels should not exceed \$250.00 per night.
- Rental cars should not be booked unless the training is at least **45 miles** from the airport or if a rental is necessary (i.e., training far from airport, training in rural area).
 - If a rental car is required, consultants must book a compact car (no SUVs or deluxe cars).
- Transportation (e.g., taxi, Lyft, Uber): use the lowest tier for a single rider.
 - Please note: NAHRO will only reimburse up to a 20% tip.
- Check baggage for only **one** bag.
- Per diem of \$80.00 for travel and training days.

Any deviations from these parameters will require **written** approval from the Director of PD+C. A copy of the email providing approval **MUST** be included in the expense report to receive reimbursement for outside of the parameters mentioned above. If not received, Faculty will be reimbursed to the amount outlined above.

Please read and sign to formally acknowledge the following:

I have read and understand that FACULTY must request in written approval from the Director of PD+C to deviate from the travel expense parameters provided above.

Signature: _____

I have read and understand that FACULTY must provide a copy of the approval with the expense report to get reimbursed for expenses above the parameters outlined above.

Signature: _____

PREPARATION

All consultants are expected to be prepared to fulfill a contracted event. Fulfillment may require the consultant to spend time outside of the training event to review materials and prepare for training. This preparation time is included in the consultant's rate. Consultants will not be reimbursed for additional preparation time. If a consultant identifies and can justify that additional compensation should be provided, they should discuss this with NAHRO's Director of PD+C prior to signing the contract.

PRE-TRAINING, DELIVERY AND POST-TRAINING

The following is expected from all consultants:

In-Person

Arrival time	Schedule	Breaks	Exam (If applicable)
1 hour early on the first day	<u>Day 1</u> 8:00-8:30 am — Registration 8:30-4:30 pm — Training	2.5 or less hours = No breaks. Over 2.5 to 5 hours = One 15-minute break. Over 5 hours = One 60-minute lunch and two 15-minute breaks.	Closes two weeks after the end date.
30 minutes on all consecutive days	Consecutive days: 8:30-4:30 pm — Training		

Please read and sign to formally acknowledge the following:

I have read and understand the times that I should arrive for in person training.

Signature: _____

During the delivery of the training event, consultants should provide the material as identified by the training objectives and agenda and adjust as needed. They should also ensure that participants complete a sign-in sheet and electronic participant evaluation. Consultants should contact NAHRO PD+C Staff if any issues arise, including schedule changes, that NAHRO should be made aware of and record any follow-up tasks identified. During training, please refrain from using cell phones or laptops except in cases of emergency.

The consultant is expected to follow the checklist (**Appendix C**) provided by NAHRO PD+C staff for all in-person training events.

Online

Arrival time	Schedule	Breaks	Exam (If applicable)
30 minutes early on the first day 15 minutes on all consecutive days	TBD	2.5 or less hours = No breaks. Over 2.5 to 5 hours = One 15-minute break. Over 5 hours = One 60-minute lunch and two 15-minute breaks.	Closes two weeks after the end date.

Please read and sign to formally acknowledge the following:

I have read and understand the times that I should arrive for online training.

Signature: _____

During the delivery of the training event, consultants should provide the material as identified by the training objectives and agenda and adjust as needed. They should also ensure that participants complete an electronic participant evaluation. Consultants should contact NAHRO PD+C Staff if any issues arise, including schedule changes, that NAHRO should be made aware of and record any follow-up tasks identified. During training, please refrain from using cell phones except in cases of emergency.

The consultant is expected to follow the checklist (**Appendix C**) provided by NAHRO PD+C staff for all online training events.

Post Training

After the event, consultants should complete the online training summary form (TSR) found on the Faculty portal. If provided a paper sign-in sheet for in-person trainings, they should email a copy to professionaldevelopment@nahro.org within **five (5) business days** of the event's completion.

TABLETS

Faculty who teach many in-person trainings may be sent a NAHRO tablet to assist with completing virtual sign-in sheets. Virtual sign-in sheets allow the NAHRO PD+C team to

complete administrative tasks immediately upon the completion of a training and forgo having to clear up any handwriting issues.

Tablets will be sent via FedEx to Faculty's personal addresses, and Faculty are expected to bring the tablet when traveling. If they prefer, Faculty can use their personal laptops or computers to pull up the virtual sign-in sheets and complete them that way. When the Faculty has no additional upcoming on-site trainings, they should ship the tablet back to the NAHRO office. They should also submit for shipping reimbursement on one of their expense reports. Please direct any questions about the tablets and the process of their return to the Training Operations Manager.

Faculty are expected to treat the tablets with caution and care. The tablets are shipped in their original boxes and are expected to be returned in the same fashion with all charging cords and other materials included.

TERMINATION/RESTRICTIONS/REQUIREMENTS

NAHRO reserves the right to cancel any training event without any financial obligation to the consultant, as well as the right to terminate any agreement.

The consultant will NOT use NAHRO training materials, curriculum, and/or registration information to promote any non-NAHRO ventures.

In the event of an emergency that results in a consultant's non-attendance to a scheduled session, the consultant must notify NAHRO first before contacting anyone else. The consultant should contact the Director of PD+C by telephone, email, or in writing immediately. Non-attendance or cancellation without notifying NAHRO may result in the termination of the consultant's contract.

COMPENSATION

The fee payable to the consultant will be based on the scale provided in **Appendix D**. All fees are contingent on the consultant completing the mutually agreed-upon assignments in the contract or addendums sent out by the PD+C staff.

The basic pay scale applies to all in-person classes for up to 30 participants. NAHRO will compensate consultants an additional \$30.00 per day/per student for a class with 31(+) participants. Please note: this is only applicable to individuals who complete the training in its entirety (i.e., sign in for all required days). **NAHRO PD+ C staff will calculate the total number of individuals who attended by reviewing the sign-in sheets and add the total to the expense report. It is important that faculty provide NAHRO PD+C staff with sign in sheet information in a timely fashion.**

Pay adjustments will be made by NAHRO PD+C staff. Please note: sessions with two or more trainers and online trainings are exempt from any additional compensation. NAHRO encourages consultants to participate in promoting and marketing NAHRO's Professional Development Trainings/Exams.

NAHRO'S RESPONSIBILITY

NAHRO will negotiate the agreement with the Training Center/Client for meeting space and appropriate food, beverages, and A/V equipment for in-person trainings. All questions regarding the training should be sent first to NAHRO PD+C staff prior to reaching out to the client.

All training materials will be shipped to the training site location. In the case of an online training, NAHRO will ensure participants receive all materials prior to the scheduled class.

For online training, NAHRO will provide the Zoom link and a list of participants before the scheduled class. Consultants should obtain the most up-to-date materials from the materials library, accessible through the Faculty portal.

EXPENSE REIMBURSEMENT

Expense reports and supporting documentation must be submitted **within ten (10) working days** of the training or assignment.

For in-person training, consultants will be reimbursed for the actual, reasonable, and allowable expenses as outlined in **Appendix E**. Faculty should combine all receipts into **ONE file** (i.e., PDF or word document).

NAHRO will begin processing expense reports on the date that NAHRO receives the report and all required receipts. Payment will be made no later than 30 days after processing begins.

Faculty should keep copies of all expense reports and receipts for their personal records.

Faculty are also encouraged to visit the [Faculty Portal](#) to access updates, materials, and important information.

Appendix A

The Conflict of Interest (COI) Attestation

NAHRO Faculty and Consultants are required by NAHRO policy to complete and file annually a certification concerning real or apparent conflicts of interest.

For purposes of completing this certificate, a conflict of interest arises when a person in a position of authority over NAHRO, its activities, or its employees may benefit financially from a decision such person must or could make in their capacity as a NAHRO official or employee. This includes indirect benefits, such as benefits to family members, businesses in which the official or employee or a family member has an ownership or contractual interest or other material relationship, or benefits to other persons with whom the official or employee has a relationship that is not an arm's length relationship.

NAHRO officials and employees are expected to avoid both real conflicts of interest and actions that result in the appearance of such a conflict. Using the above-stated definition as a guide, please indicate the following (Attach a separate sheet if additional space is necessary to provide adequate detail).

The following are all interests, relationships, or activities held or engaged in by the undersigned that GIVE RISE TO A PRESENT CONFLICT OF INTEREST relating to NAHRO (Please state "none" if none)

The following are all interests, relationships, or activities held or engaged in by the undersigned that, in the good faith judgment of the undersigned, COULD GIVE RISE TO a conflict of interest within the 12-month period following the date of this Certificate.

The following are all interests, relationships, or other activities of the undersigned that PRESENTLY DO, or REASONABLY WILL, in the 12-month period following the date of this Certificate, give rise to an apparent conflict of interest or an appearance of impropriety, as distinguished from an actual conflict of interest (Please state "none" if none).*

Appendix B

NAHRO Consultant Manual Receipt and Acknowledgement

Revised Updated 12/17/24

I acknowledge that as a NAHRO consultant, I have read and understood the Faculty/Consultant Manual and will follow its guidance, rules, and policies.

I understand that NAHRO will not send notifications or emails of updates or revisions to the manual. I also acknowledge that this manual will be updated occasionally at the above website location, and I need to periodically visit the website to determine and comply with any changes or updates.

Consultant Name

Signature

Date

Appendix C

NAHRO Training Checklist

Use this checklist to quickly confirm you have completed all tasks associated with your assignment.

Trainer Name: _____ Session: _____

Session Date: _____

PRIOR TO TRAINING

- Book transportation (e.g., flight, train, rental car) to location no less than one month out (in-person) OR ensure Zoom link has been received (online learning) one day prior to start date.
- Review/familiarize self with training materials as soon as possible.
- Confer regarding specific roles and presentation techniques prior to the actual delivery of the seminar should two Faculty be assigned to one seminar.
- Check with the on-site contact to introduce self and share when you will arrive on day 1.
- Arrive 1 hour early on the first day of training for in-person and 30 minutes prior for online learning. For in-person, arrange the training room with appropriate program materials, participant roster, and handouts.

DURING TRAINING

- Conduct and deliver training in a professional manner.

Report any irregularities or problems to NAHRO as soon as possible by contacting NAHRO's Professional Development Department professionaldevelopment@nahro.org. For after-hour irregularities or problems, please contact the Director of PD+C by mobile phone at (215) 756-1631 or by email at jtaboada@nahro.org.

POST TRAINING

- FACULTY will provide 5 minutes at the end of the session for participants to complete the evaluation.
- FACULTY will send NAHRO sign in sheet records when applicable
- Submit expense report within 10 working days from end date.
- Complete Training Summary Review (TSR) form.
- Contact the Curriculum Manager regarding any suggested revisions to the materials or training.

NOTE: Some of the Faculty responsibilities for NAHRO's special/on-site education programs may differ from the list above. If the Faculty is teaching an on-site education program, NAHRO staff will provide the assigned Faculty with an explanation/description of the Faculty's specific on-site responsibilities.

Appendix D

Faculty Criteria and Functions Revised 11/27/23

Trainer Category	Criteria	Functions	Rate	Notes
Principal Faculty	<p>Meets all the criteria for Faculty and:</p> <ul style="list-style-type: none"> • Has at least ONE NAHRO CERTIFICATION. • Receives at least an 85% satisfaction rate (agree/strongly agree) on training session evaluations in the following areas: Knowledge of material AND positive attitude/enthusiasm toward subject. • 65% of class participants pass exam (when applicable). • Mentored at least 1 new Faculty or collaborated with other Faculty. • Conducted 50+ trainings for NAHRO (cumulative). 	<ul style="list-style-type: none"> • Acts as part of NAHRO training team by becoming knowledgeable in NAHRO training and certification programs, contributing new ideas, and marketing NAHRO PD and Certification programs. • Performs as part of NAHRO's Faculty by participating in at least 50% of the Faculty calls per year (unless excused absence for NAHRO training). • Adheres to roles/responsibilities outlined in trainer consultant manual, checklists for both in-person and online delivery with minimal oversight from the PD team. • Delivers NAHRO training materials and content with minimal supervision and oversight. • Completes at least 80% of Training Summary Reports. • Promotes NAHRO PD+C locally, regionally, and within networks. • Provides NAHRO leads, shares new training ideas, and contributes to 	<p>\$775/day — in-person</p> <p>\$97 per online training hour</p>	<p>Rates are inclusive of prep and travel time.</p>

Trainer Category	Criteria	Functions	Rate	Notes
		<p>content development by leading design, serving as an SME, or playing an active role in reviewing revisions.</p>		
Faculty	<p>Meets all the criteria for Associate Faculty and:</p> <ul style="list-style-type: none"> • 6-7 years of experience in the Housing and Community Development field. • Receives at least an 80% satisfaction rate (agree/strongly agree) on training session evaluations in the following areas: Knowledge of material and positive attitude/enthusiasm toward the subject. • Recommended by the Director of Professional Development and Certification for promotion. • Mentored at least 1 new Faculty or collaborated with other Faculty within their first 2 years serving NAHRO. • Conducted 25+ trainings for NAHRO (cumulative). 	<ul style="list-style-type: none"> • Acts as part of NAHRO training team by becoming knowledgeable in NAHRO training and certification programs, contributing new ideas, and marketing NAHRO PD and Certification programs. • Performs as part of NAHRO's Faculty by participating in at least 50% of Faculty calls per year (unless excused absence for NAHRO training). • Adheres to roles/responsibilities outlined in trainer consultant manual, checklists for both in-person and online delivery with minimal oversight from the PD team. • Delivers NAHRO training materials and content with minimal supervision and oversight. • Completes at least 80% of Training Summary Reports. 	<p>\$725/day — in-person</p> <p>\$91 per online training hour</p>	<p>Rates are inclusive of prep and travel time.</p>

Trainer Category	Criteria	Functions	Rate	Notes
	<ul style="list-style-type: none"> 50% of class participants pass exams (when applicable). 			
Associate Faculty	<ul style="list-style-type: none"> HA/Agency/Individual is or has been a NAHRO member. 3-5 years of experience in the Housing and Community Development field. 	<ul style="list-style-type: none"> Acts as part of NAHRO training team by becoming knowledgeable in NAHRO training and certification programs, contributing new ideas, and marketing NAHRO PD and Certification programs. Performs as part of NAHRO's Faculty by participating in at least 50% of Faculty calls per year (unless excused absence for NAHRO training). Adheres to roles/responsibilities outlined in the manual without minimal oversight from the PD team. Delivers NAHRO training materials and content with minimal supervision and oversight. Completes at least 80% of Training Summary Reports. 	<p>\$600/day — In person</p> <p>\$75 per online training hour</p> <p>NOTE: Associate Faculty can be paid the Faculty rate by developing new training programs and certification exams for NAHRO.</p> <p>If the Associate Faculty develops the training, the Faculty rate will be honored.</p>	<p>Rates are inclusive of prep time.</p> <p>Associate Faculty will be reviewed between a year and a year and a half for consideration of promotion by the Director of Professional Development and Certification.</p>

Trainer Category	Criteria	Functions	Rate	Notes
		<ul style="list-style-type: none"> • Meeting #1: meet with co-trainer and share the slides/materials you are most comfortable training. You will be expected to teach approximately half of the course material. • Co-trainer assigns slides to the Faculty in training. The Faculty in training prepares for delivery and asks questions of co-trainer as needed. • Meeting #2: The co-trainer meets with the Faculty in Training and provides the learning objectives and talking points for each slide and describes activities. • Meeting #3: The Faculty in Training presents each of their assigned slides to their co-trainer — co-trainer provides feedback on each slide. The Faculty in Training reviews each of their assigned slides and discusses any questions/challenges. • Co-trainer provides feedback at the end of each day and mentee prepares for next session. • Co-trainer will provide a recommendation to Director of PD regarding the Faculty in Training's readiness to train on their own. If not ready to move forward, NAHRO will provide one more opportunity for the Faculty to co-train with a more seasoned Faculty. <p><u>TTT Phase 4 — Lead training:</u> Faculty in Training delivers the training all on their own.</p>	<p>food (if food is not provided by training site)</p> <p>\$250/day — 31.25 per online training hour</p> <p>\$325/day —</p>	

Trainer Category	Criteria	Functions	Rate	Notes
		Tasks: <ul style="list-style-type: none"> Meeting #1: Meet with mentor or previous co-trainer and review any slides where you have questions/comments/concerns. Prepares for training course. Mentor: observe training and provide feedback. 	\$40.62 per online training hour	

NOTE: In some instances, all Faculty may be fast-tracked and onboarded onto a new or revised curriculum. If a training has been recently revised, Faculty MUST meet with another Faculty who has trained the revised content to walk through the updated PowerPoints, participant guide, and facilitator guides. This applies to all trainer categories.

Other	Description	Rate	Notes
Class Preparation	<ul style="list-style-type: none"> Normal prep time for Faculty to prepare and review materials prior to training is included in your hourly or daily training rate. Prep time for customized training based on client needs will be determined on a case-by-case basis. 	TBD between consultant and Director of PD+C	Intensive, out-of-the-ordinary preparation needs or preparation for a custom training should be reviewed with the Director of PD+C in advance to agree on time and pay rate.
Travel	<ul style="list-style-type: none"> Travel time (subject to approval from the Director of PD+C). Air-Economy airfare; baggage fees for 1 luggage (unless approved by Director of PD+C). Ground transportation — airport. parking; mileage to/from home/airport; rental car (as approved); public transportation; tolls. 	Per diem — \$60.00 per day regardless of location	

	<ul style="list-style-type: none"> Lodging – hotel rate X # of dates (should not exceed \$250.00 a night without approval from Director of PD+C). Eligible Faculty are encouraged to use government rate when available. Meals and misc. expenses. 		
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Other	Description	Rate	Notes
Faculty Application	<p><u>Application</u></p> <ul style="list-style-type: none"> Complete application and complete interviews with Director of PD+C. <p><u>Minimum Criteria</u></p> <ul style="list-style-type: none"> History of NAHRO membership. 3-5 years' experience working as a staff or volunteer with a housing authority. Is NAHRO Certified in areas they are applying to train. If not certified, and if selected, individual will need to pass NAHRO certification exam and take ethics. <p><u>Preferred but not required</u></p> <ul style="list-style-type: none"> NAHRO Certified. <p><u>Interviews</u></p> <ul style="list-style-type: none"> Participate in virtual interview with Director of PD and C and relevant staff. 		
	<p><u>Functions:</u> Performs all the functions of Principal or Faculty and:</p> <ul style="list-style-type: none"> Provide guidance and support to Faculty in 	Criteria to become a Principal Faculty member is to mentor at least 2 Faculty.	

	<p>Training.</p> <ul style="list-style-type: none">• Involve Faculty in Training in the preparation of training delivery.• Encourage Faculty in Training to engage and interact with participants• Facilitate mentor meetings and debriefing sessions.• Completes assessment and evaluation and provides timely communication to PD.		
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Appendix E

Allowable Expenses

EXPENSE REIMBURSEMENT

1. Reimbursable Expenses: (Any and all expenses must be supported by receipts and accompany the itemized expense statement.)

FACULTY shall be reimbursed for actual, reasonable, and allowable expenses as follows:

- a. Coach class travel via air, bus, rail, and taxi.
 - b. Reimbursement for hotel, **at reasonable rate**.
 - c. Authorized use of personal automobile. Reimbursement will be at standard IRS Rate for Mileage (CLASSIFIED AS BUSINESS).
 - d. Car rentals, as authorized by NAHRO.
 - e. Related parking costs and Tolls.
2. Non-reimbursable Expenses:
 - a. Long distance personal telephone calls.
 - b. Laundry, unless training assignment exceeds five (5) days.
 - c. Personal expenses incurred, but not directly related to the seminar/exam assignment.
 - d. Amounts incurred more than said allowed reimbursable expense items.
 - e. Alcoholic beverages and drinks.
 - f. Meals more than determined per diem amounts.

NOTE: Please note that all expense reimbursement requests should be submitted within 10 days of completion of the training.