

# Association Times



Issue 51, November 2019



*The Clarens Golf & Residential Estate  
Showcased on page 2*

## From the editing team

The end of 2019 is upon us!

A most successful ARC Annual Conference, Expo and Golf Day took place in September at the beautiful San Lameer Estate. Our delegates said it all; "The most successful conference thus far", "This conference was inspiring, and I left excited to implement new ideas", "An overall excellent experience ... the venue, topics and exhibitions. Thanks to the ARC team for a great conference!", "In my opinion guys, our best hosted ARC Conference, very balanced programme, in a wonderful setting", "Well presented, organised and executed Conference. We will definitely attend the next one."

We are proud to announce that the Free State Chapter of ARC was officially launched in August at Woodland Hills Estate in Bloemfontein and already our membership in the area has grown. Thank you to all involved.

A very warm **welcome to the following communities and managing agents**, who are now ARC members; In **Gauteng** - Jackal Creek Golf Estate, Amberfield Valley, Cornwall Hill, Country View, Heritage Hill, **North West** - Seasons Sport & Spa Eco Golf Estate **Limpopo** - Wild Rivers Private Nature Estate, Mabula Share Block, **Mpumalanga** - Highland Gate Golf and Trout, **Western Cape** - Evergreen Lifestyle Villages, Le Belle Vita, Knysna Lifestyle Estate, Mount Royal Golf & Country Estate, Northoaks Private Estate, , **Southern and Eastern Cape** - Simola Golf and Country Estate, Mountain View, **KwaZulu Natal** - Plantations, Victoria Country Club Estate, Fairview Estates, **Free State** - Somerton Estate, Parys Golf & Country Estate and Wild Olive Estate.

We are proud to announce that **our new Business Partners** providing tailored solutions for residential communities are; **Tsebo Solutions Group** - providing solutions in facilities management, cleaning, security, catering and landscaping nationally, **Axis Communications** - who provide CCTV and IP cameras, software and perimeter protection nationally, **Golf Data** - landscaping and maintenance of common areas and golf courses nationally, **Unified Risk Management (URM)** - security risk consultancy and management services nationally, **Sectional Title Solutions** - providing solutions nationally related to funding, solar & energy, fibre to the home, outdoor advertising and legal & levies, **SpeedSentry** - providing speed management services to our members in Gauteng, **IconsAV** (in Gauteng) - technology related products and services for home and office functionality, **IDME Consulting** (in KwaZulu Natal) - estate security management tools and consulting, **Olarm** (in Western Cape) - innovative security alarm system with app.

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Please see the full list of our residential community industry Business Partners on page 12 of this newsletter. Contact them to find out how they can assist you with managing your community through their solutions. Visit the ARC website [www.hoasupport.co.za](http://www.hoasupport.co.za), the ARC Member Portal or contact [jono@hoasupport.co.za](mailto:jono@hoasupport.co.za) for further details.

## The Clarens Golf and Residential Estate

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The town of Clarens is situated at the foothills of the Maluti Mountains in the Free State province of South Africa and nicknamed the 'Jewel of the Eastern Free State'. Clarens was founded in 1912 and named after the town of Clarens in Switzerland, where exiled Paul Kruger spent his last days. It is viewed as one of South Africa's finest destinations as it boasts a myriad of wonderful activities for any taste or preference. The immense beauty that surrounds Clarens is itself worth a visit. It is situated close to the Golden Gate Highlands National Park, near the Lesotho border. The most notable features of both Clarens and the Park are the golden ochre, and orange-hued, deeply eroded sandstone cliffs and outcrops. The tree-filled town offers a wonderful display of colourful blossoms in springtime and in autumn the magnificent autumn shades of the Lombardy and Normandy poplars are a big attraction for artists, photographers and nature lovers alike. The area is rich with Dinosaur fossils and during winter the surrounding sandstone mountains are often dusted with snow.

The Clarens Golf & Leisure Estate was designed by Golf Data and built by the Pinnacle Point Group during 2007. It is nestled in a valley in the village of Clarens with spectacular scenery and boasts a country style, Par 72, 18-hole golf course featuring streams, dams, many wild birds as well as a resident herd of springbuck and impala.

Due to the hilly terrain of the area the Clarens has many elevated tees. The quirkiness of the course, which is just 5 991 metres, is what is most appealing to members and visitors. The Clarens is very much a weekend, holiday and summer golfing venue. Great care has been taken to ensure that each round of golf played will be as memorable, if not more so, than the previous one, due to attention to detail and the existing beauty.

A large full-length driving range is located adjacent to the Clubhouse as well as a manicured putting green. The Club has a fleet of 30 golf carts for rental to golfers. A fully stocked Pro Shop is located in the Clubhouse.





The Clubhouse and Golf Estate have separate entrances, and this allows players and visitors to access the course without going through the Estate security process.

Stuart McLean, Editor of Golf Digest magazine, visited the course during mid July 2018 and had the following to say 'Clarens has not yet found a place in the Golf Digest Top 100, but has the potential to be included in the future.'

The modern Clubhouse at The Clarens has a warm, homely theme. The facilities include a restaurant, bar, lounge and events centre. The events centre can be booked for conferences, weddings and parties etc. The restaurant is well known for its delicious breakfasts and lunches, with patrons sitting on the patio enjoying the most scenic views of Mount Horeb. In winter the underfloor-heating and roaring fires make it a warm and cosy choice to enjoy a glass of wine with friends and family.

Homeowners are proud to call the Estate home. There are currently 102 completed houses with 153 vacant stands. Over the last 12 months there has been a marked upswing in building activities. A variety of features located on the estate offer great fun for the whole family to find and enjoy. Some of these features include the pergola folly, the stargazer folly and the windmill peach orchard. The estate is secured by an electric fence and guards who patrol the estate 24 hours a day. Our friendly and efficient staff at the estate entrance will ensure a smooth arrival.

The Clarens Golf & Leisure Estate is dedicated to protecting and preserving this little piece of Eden for both residents and visitors.

Bernie Platt the GM at The Clarens Golf and Residential Estate would love to share further information with you and answer any questions you may have. Feel free to call him on 058 256 1270 or visit [www.theclarens.co.za](http://www.theclarens.co.za)

## Showcasing your community

Should you wish to have your estate showcased in the next issue of Association Times please email [peggy@hoasupport.co.za](mailto:peggy@hoasupport.co.za)

## Follow and tag!

Please keep following and tagging us when you share your pictures and stories on your social media platforms.  
[www.facebook.com/HOAsupportARC/](http://www.facebook.com/HOAsupportARC/)

## Shared prosperity for sustainability in communities

In the context of recent statements by Government, that National Treasury's funds are severely depleted, and growth is not coming through, we should recognise that the Government will experience significant challenges in producing value for all our citizens. This is a major concern as the need to address South Africa's social imperatives of poverty and inequality should be our collective and singular focus. The World Bank reports that South Africa ranks as the most unequal country in the world with inequality consistently increasing, richer households being almost 10 times wealthier than poor households and with low economic growth predicted in the coming years, this suggests poor prospects of eliminating poverty by 2030, as envisaged in the National Development Plan.

This is not sustainable, and logic would demand that, in the absence of effective Government interventions, the threat of political and economic instability is our reality and we must work together as a broader society to limit the negative effect on investments, value of property and the ability of homeowners to meet the costs of increased levies and security.

ARC and FNB will pro-actively meet these challenges head-on and have started developing an inclusive non-prescriptive framework. Partnering with society and being invested in the communities we operate are engrained in the FNB DNA and we ask Dean Marais, Head of FNB's Business Transactional Banking, to discuss FNB's participation in this initiative.

### 1. Please describe the concept of "partnering with society" in the context of residential communities?

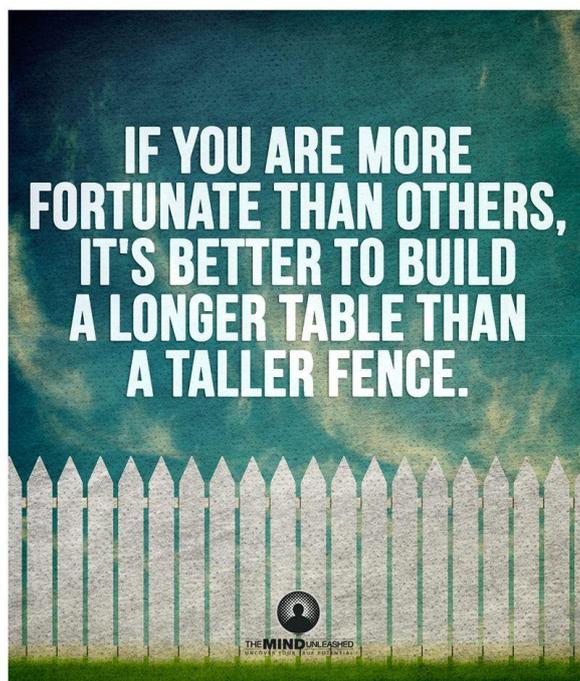
Firstly, we must commit to building a shared future of prosperity through enriching the lives of our broader society and informal communities. A shared future must be a sustainable future, where prosperity is demonstrable to all our stakeholders, whether they are HOA's, Homeowners, Employees, Communities, and the broader society that we interact with – including the external informal communities lying on our boundaries. Shared prosperity is where all these stakeholders believe they can equally access income generating opportunities and ownership of assets, delivering a shared prosperity.

I believe that Mr Francois Schoeman (CEO of Pecanwood Estate) best articulated the need for shared prosperity in his article per the Residential Estate Industry Journal (volume 5) – The future of secured communities in South Africa: "Collaboration can break down these walls to make the most of mutually beneficial assets and shared purposes."

### 2. What has inspired FNB to become involved in this journey?

FNB has a contract with society. The nature, size and scale of FNB's business activities mean that it inevitably impacts society in its broadest sense. Given this position, FNB recognises that it has a responsibility to partner with society in the pursuit of shared prosperity for all stakeholders. As with other like-minded Corporates FNB has in the past pursued Corporate Social Responsibility initiatives with a focus on sustainable development goals that do not completely align with core business activities. The pursuit of a shared prosperity is the next step in our journey.

We have realised that a shared prosperity, impacting the broader ecosystem and society, can only be achieved when FNB strategically incorporates sustainable development goals that align with our core business activities and can be delivered at scale.



### 3. What are the outcomes that you believe should be deliberately driven to bring about positive and sustainable change through this shared prosperity?

I believe that each stakeholder will know best what core capabilities and collaboration initiatives are required to deliver on their shared prosperity and community partnership initiatives that are specific and unique to them and their community. Each stakeholder is able to create shared prosperity by effectively leveraging their financial resources, operational capabilities, networks, knowledge and access, with this desired shared future in mind. The outcomes should never be prescriptive but rather align to the maturity and capacity of that specific HOA and their community.

Broader outcomes that could be considered include: effective & efficient services to communities we serve; treat our community fairly and act in their best interest, improve community responsibility for better behaviours, contribute to productive and inclusive economic growth, allocate resources to deliver sustainable value, and use networks to create community member opportunities.

#### **4. What impact do you believe will be derived from engaging with communities through this journey?**

Despite the best endeavours of corporates and associations to pursue philanthropic and social responsibility initiatives we have collectively not been able to solve for social inequality and poverty. I believe this inability is a result of continued community isolation, a lack of inclusion in problem solving and a model that does not enable all stakeholders to participate in a sustainable manner.

By engaging and collaborating with the broader community, we will understand our collective needs and can then start developing tangible solutions to create value for all. Communities are inter-connected and without a shared prosperity then the collective will be weaker and unsustainable. We are standing on a precipice and we must step into the breach and be a catalyst for change!

## **Let's collaborate and find sustainable solutions**

ARC has partnered with FNB to help your community with your Shared Value Projects that are adding Real Value and are Bringing Community Alive.

Watch this space!

## **2019 ARC Annual Conference**

Each year ARC facilitates an annual conference, this year held at San Lameer, to bring together the estate management teams from communities throughout the country to learn and share best practice. Delegates are exposed to new ideas and technology while exploring innovative ways of doing things in the future to make estates and the industry at large, cutting-edge.

This year the conference kicked off with some fun networking activities ... night golf and a bowls and gin tasting event. The ARC Annual Golf Day also took place ... an extremely well-run event, enjoyed by all. Congratulations to the San Lameer team for winning this, for the second year in a row and walking away with the floating trophy.

Two days of conferencing on 18 and 19 September followed. Attended by 140 delegates, with keynote speakers and panel discussions related to the 'Into the Future' theme. Topics covered ranged from political, economic and environmental perspectives, conducting capital reserves studies, the legal and legislative framework and how to best engage with all communities in close proximity to our communities – to look for mutually beneficial solutions that add real, meaningful and sustainable value to everyone. The theme of 'Sustainability' included further topics such as social media and protecting the environment – the key message was that an estate won't be sustainable if it doesn't realign its goals accordingly.

The Conference and Expo left attendees feeling inspired and empowered to continue considering the bigger picture and taking their estates to the next level.

San Lameer was the perfect venue and the bar has been set very high for future events. Thank you to San Lameer and all our Sponsors for their contribution to a very successful event.



See more pictures:  
[hoasupport.co.za/about/conference/](https://hoasupport.co.za/about/conference/)

## Green spaces for sustainability

As a rule, Residential Estates rightfully take the selection in a world where democratically elected leaders believe themselves to be above their constituencies, never mind the laws of their land, uncertainty has become certain for us all. The Fourth Industrial Revolution is replacing jobs that were the safest bets just a decade or two ago. Entertainment streaming services such as Netflix are awash with documentaries on the dire state of the environment worldwide and people who play computer games for a living are earning more than our national cricketers and rugby players.

In short, times are tough – economically, environmentally and socially – so that buzzword “sustainability” that gets thrown at anyone in charge of green areas would know that it seldom feels achievable.

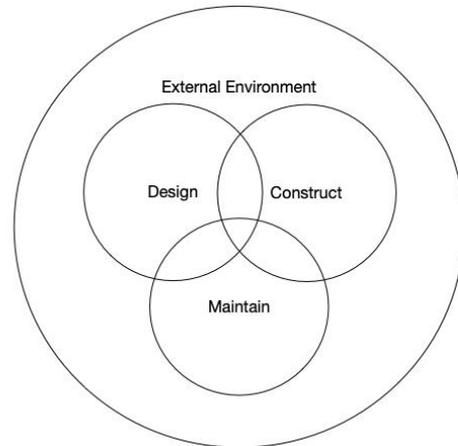
Fortunately, green spaces don’t care who runs the world & they grow in the same manner that they have done for eons. The plants don’t connect to your local wi-fi (yet), and they play a critical role in working toward a better environment. Perhaps your residents are “retired” bankers, or perhaps you have teenagers driving Lambos to their E-sports events. With the complexity of an uncertain and rapidly evolving world seeking out sustainability with regards to your green areas is tough, but it is achievable over time if a good strategy and plenty of discipline is applied.



Whilst the strategies and discipline required overlap tremendously when comparing landscaped areas to golf courses, it is the latter that makes the most interesting case study in sustainability. The subject of sustainability of golf courses has made up the content of several books and taken up the time of the most influential bodies governing the game, its design and its maintenance, and thankfully that body of research and shared ideas continues to grow.

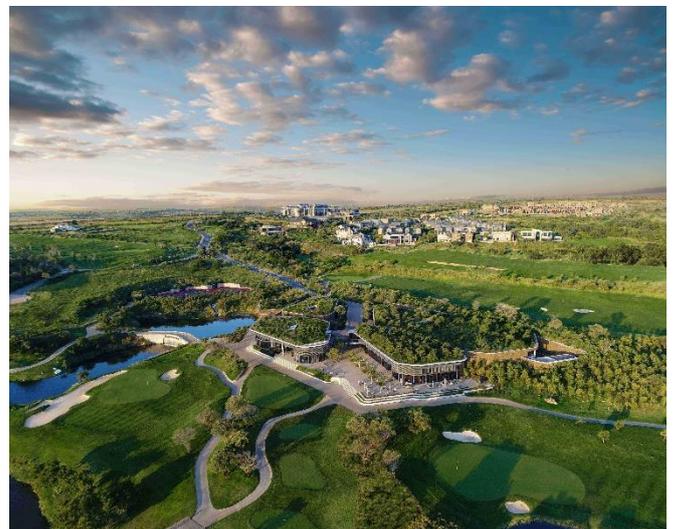
On a practical level though; if your “retired” bankers are moaning that the grass isn’t perfect enough for them then no amount of environmental and social goodwill is going to help unless you can keep the stakeholders happy and pay the bills. So where to start...

First off, some theory;



Your facility exists in an **environment**, “Duh” (as the Lambo driving computer gamer would say – clearly computer gaming doesn’t encourage literacy). Wine makers call this your “terroir” – and this set of facts about your weather & seasons, your soils as well as your water quality and availability are critical to understand but cannot (easily) be influenced directly.

Your course is **designed**, and it has a look and feel (hopefully consistent) that gives it its character, challenges and practical features. The design has to cater for the desires of the developer, the aim of creating something spectacular that challenges high & low handicappers, to allow water to drain in areas and collect in others & (often overlooked) the ability to be maintained to an appropriate standard within available resources.



The **construction** of your course had to meet an available budget at the time it was developed, and the specification for how it was to be built should ideally have been appropriate and professionally executed.

Only then is there a product to be **maintained**, and because of the myriad of factors that often compete when developing a course, it is also only then that many of the flaws can be identified. Rigorous and structured maintenance programs are important, but one also needs to have a “feel” for maintenance in order to be proactive and see potential issues before they compound.

Very often recurrent issues are actually design or construction flaws, or a specification that did not consider your environment correctly but are viewed as being “maintenance” issues. It follows then that the ideal person to manage your facility would be someone with design, construction and maintenance experience in order to correctly identify and correct these issues. Unfortunately, each of these disciplines are highly technical and very few people have enough experience in each of these aspects to adequately fit the bill.

Once you’ve achieved consistently good maintenance standards, there is still pressure for the course to adapt. Environments (think available water) change, the rules and equipment used in the game evolve and what was once considered fashionable might no longer be attractive to the market you are seeking out. Add to this that golf courses literally move over time – with top dressing, bunker play and edging practices (amongst many factors) the features gradually evolve and move over time – further away from the original design intent, it is inevitable that courses will ultimately require restoration or renovation to remain relevant.

The intersection of good design, construction and maintenance that is appropriate for a particular environment, is where the magic happens.

In principle the landscaping and amenities of an estate are no different to the picture painted above with respect to a golf course. Estates have similar stumbling blocks and opportunities which ultimately boils down to the product offered for the fee charged in relation to other estates or courses. Landscaping equally needs to be as sustainable under the same pressures from the “retired” bankers and needs to evolve with the plant palette of the time and in a manner that makes maintenance easier and more cost effective.

Both golf courses and landscaping should have vision plans that the estates are working towards to continually improve your offering or be left behind. Here landscape architects become an integral part of your maintenance team and maintenance a primary consideration in the design and projects completed.

With the right outsource partner it is possible to have all the necessary knowledge and experience at your disposal. Formulating long term plans for your facility that consider all the aspects of the estate’s goals whilst adhering to the history and design intent and considering the resources available for maintenance allows the estate to plan and budget well in advance and to execute projects quickly and at the appropriate times.

For these reasons Golf Data has developed a full service offering for green spaces – be it golf or landscapes - and has been a leader in the South African market for over 30 years. From conception to design, construction and maintenance we have a proven track record in successful projects including renovations and large-scale landscaped areas. With numerous SALI awards including national trophy awards for waterwise projects; long-term maintenance partnerships with leading estates and clubs and internationally recognized environmental certification with some of our clients. We would love to see how we could add value and achieve your sustainability goals at your residential community or club.



Find out about how our services can transform your green spaces:

[www.golfdata.co.za](http://www.golfdata.co.za)

021 851 2193

[reception@golfdata.co.za](mailto:reception@golfdata.co.za)

## Surviving each other in an HOA

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Communication is a lost art in some HOAs due to lack of basic people skills.

Board members often get more criticism than praise and then along comes an abusive owner who makes unreasonable demands. However, it works both ways, because sometimes it's an owner who suffers at the hands of a domineering board.

The term "communication" should have a warm connotation. It denotes a form of fellowship. However, if you believe the media, HOAs are 'police states' with 'warlord' boards. While there is always an element of truth in the stories, they are selected because they aren't the norm, but the stories give the impression of the opposite.

Often, homeowners with a 'my-home-is-my-castle' mentality disregard rules and regulations to challenge the HOA. Boards who are confronted with these challenges can react with defiance. Anger causes defensiveness, which invites retreat or counterattack.

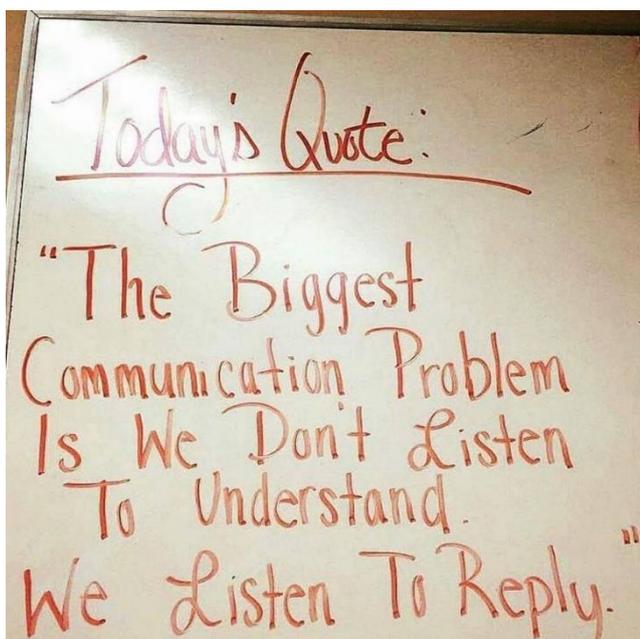
Few boards can communicate 'artfully'. This art includes reining in outspoken directors, negotiating with service providers, soothing the ruffled feathers of feuding neighbours and enacting rules that invite compliance rather than evoke defiance.

What is communication? According to Webster's, communication' is 'to have or hold intercourse or interchange of thoughts; to give, or give and receive, information, signals or messages in any way, as by talk, gestures, writing, etc.'

Here are some tips to improve HOA communications:

- Take a course in dealing with difficult people. These are offered through various sources including on-line and will teach mediation skills.
- Learn "active listening," which is listening and paying attention when a person is talking to you. This technique doesn't mean that you agree or disagree with what is being said; it simply lets them know that you hear them.
- Learn how to release the pressure. Visualize an angry person like a balloon that is blown up to its maximum. It can't take any more pressure without popping. Now imagine letting some of that air out by listening to a belligerent person for a few minutes. Once people feel like they have "had their say," the more open they are to receive ideas and compromising.
- Don't form assumptions about right or wrong. If you already have your mind made up, compromise is more difficult.
- Respond to communications in a business-like way and without anger. Ignoring communications from an owner who has an axe to grind often leads to more and stronger demands, and possibly personal attacks.
- Count to ten. Take a walk, a break or a breather before you react. Answers given in anger rarely solve the issue and usually make the situation worse.

The art of surviving each other in an HOA environment has long term benefits which can help grow neighbours and friendships. This is an art worth perfecting, especially if you are in a position of leadership and authority.



## Integrated AV technology

As residential and commercial automation experts, Icons AV takes a holistic view of infrastructure requirements such as Network, Security, Biometrics, H-Vac, Entertainment Areas, Conferencing Facilities, and any other technology-related elements that are often sought after in residential communities.

Finding a knowledgeable AV solution provider is key, but this is just a starting point. The goal should not be to seek an isolated solution to an issue that exists – this represents a reactive approach which ultimately leads to limitations, frustration, and increased costs when the next issue arises. The ultimate goal is to find more than just a solution provider, but additionally a reliable consultant, as well as an integrator.

The word ‘integrate’ suggests a joining together, resulting in cohesion. This is where Icons AV excels. Our interest lies in the bigger picture of your community structures – what technology currently exists, which issues need to be resolved, and where the community sees itself several years down the line. Taking all these factors into account, solutions are provided with a view to flexibility, growth, and future-proofing the road map ahead to ensure a satisfactory return on investment.

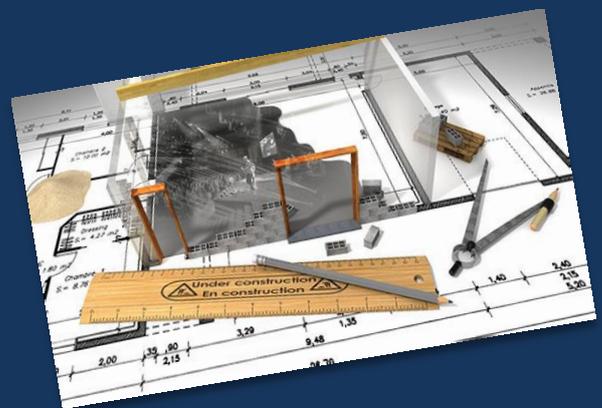
The technology industry is fast-moving, and current buzz words like ‘Smart Homes’ and ‘Smart Estates’ are very much a reality in 2019. If you can imagine it, you most probably can achieve it – the technology exists. At the core of any effective ‘Smart’ solution is your network. Is it fast? Is it reliable? Is it secure? If so, Icons AV makes communal areas come alive:

- Clubhouses
- Reception areas
- Switchboard systems
- Background music
- Security & Biometrics
- Evacuation Systems
- Lighting Control
- Temperature Control
- Restaurants
- Retail areas
- Digital screens
- Entertainment areas
- Conference facilities
- Outdoor AV
- Home Cinemas

All these elements add to a culture and identity that every residential community strives for.

With more than 15 years’ experience in the Audio and AV realm, Icons AV’s client-centric approach is breaking the rules when it comes to AV Solutions.

For more information, or to book a consultation with one of our knowledgeable consultants in Gauteng, contact: Keevan or Cliff 010 822 9370  
Keevan@iconsav.co.za or Cliff@iconsav.co.za



## Thinking differently about security with IDME Consulting

In everything we do, we believe in challenging the status quo. We believe in thinking differently. The way we challenge the status quo, is by making security operations functional and productive, whilst saving money and holding Service Providers accountable.

We just happen to be redefining the security industry whilst we do so.

At IDME Consulting, we offer Independent Security Consulting specializing in Estates in the following areas: security operations, security audits, tender adjudications & SOP drafting.

Our training is unique, as we offer one-on-one strategic advisory training, as well as training workshops for Estate Managers and Security Managers. We are further expanding to cover structured Guarding training specific to Estates e.g.: Hospitality Training, Control Room Training, etc.

We have Sole Distributorship of an operational APP called Silvertrac that simplifies operations on a site such as an Estate and allows a transparent and live view of the operational activity as well as maintenance issues on Estates. Our APP has proved to be fundamental in managing the Guarding on a number of large sites around SA.

IDME Consulting are passionate about Estate Security and have become an advisory sounding board to numerous Estate Managers and HOA's with whom we meet on a regular basis to assist *inter alia* in the strategic planning, operational challenges and metrics of their Security Department. We are here to help.

HOA Board Members and Estate Managers are not meant to be experts in all areas of operations of an Estate. Some areas like Security have become very specialized, however, by ensuring the continued training of the appointed person in this position, the Estate will add value to the Security of their Estate and reduce liability.

Below are a couple of tips that may assist you in a basic assessment of the standard of your Security on your Estate:

### #Tip 1 Service Level Agreements

There is a lack of concise and current Service Level Agreements on sites generally. A well drafted SLA should leave no doubt in the Service Provider's mind of what service levels are expected and the consequences of not meeting these. This is definitely, the most important document required to manage your Security.

### #Tip 2 Security Post Assessments & Training Plans

Very rarely have I found any sort of metric on site which constantly assesses the Security posts on an Estate.

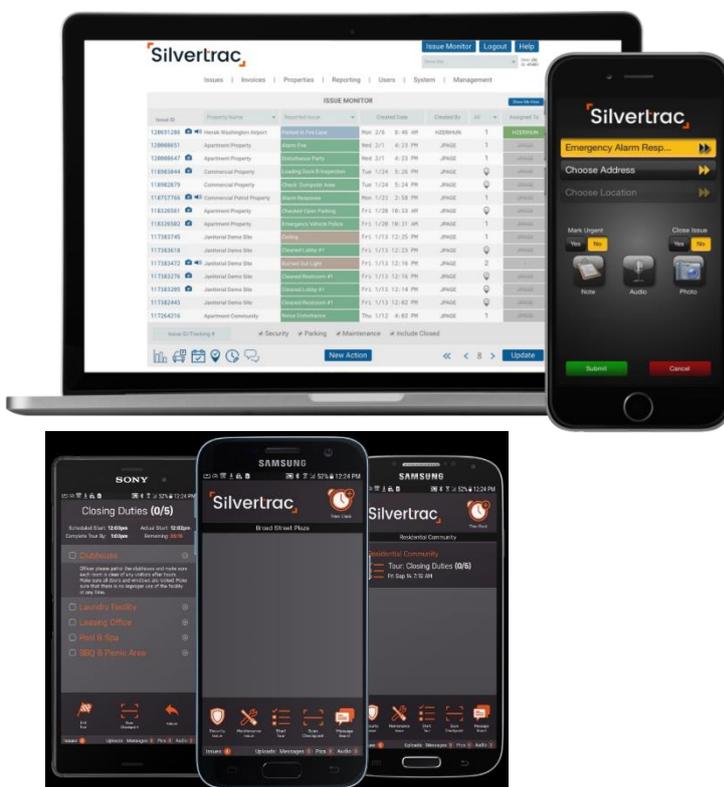
This needs to be a function of the on-site Estate Security Team and not the Service Provider's function, as to expect them to assess themselves is not in line with best practice.

Management should pro-actively be re-assessing Staff in order to identify training requirements and ensure the correct certification and grading for the posts are upheld. A training plan should be implemented to ensure employees keep up with what is required of them.

### #Tip 3 Transparent Operational Security Management

Communication is key on any Estate. On many occasions, items relating to Security are not communicated through to Estate Managers.

I have found the use of an online dashboard (such as provided by our Silvertrac APP) invaluable in terms of managing this issue. This tool provides true transparency of all issues relating to Security, such as real time reporting of faulty equipment, real time reporting of incidents, real time logging of actions taken or to be executed, real time inspections carried out, etc.



If you do not have such a tool in place, it is highly recommended that your Security Manager investigates one. In the interim, request Daily Activity and Equipment Reports from your Security Managers.

#### #Tip 4 Root Cause Analysis

The day to day running of Security Operations on an Estate is a very busy and with sometimes frantic activity, however, despite this experience has taught me that Security is often dragged into many non-security operational issues on Estates.

I strongly suggest Estate Managers assess this fully as it creates a grey area where real Security issues could be put on the back foot whilst Security is being utilized to sort out some or other maintenance issue. A common finding is that some maintenance issues are dealt with by Managers on a crisis management basis rather than by paying attention to the root cause of the crisis and putting corrective action into place.

#### #Tip 5 Processes and Procedures

There is surprisingly, a severe lack of Standard Operating Procedures on Estates.

It appears that not all Security Managers have the know-how or knowledge to draft SOP's, leaving Security Managers to rely on the SOP's provided by the Security Service Provider, which is not in the best interests of the Estate.

*Michelle Kramer*



Find out more about what IDME Consulting can offer ARC members in KwaZulu Natal:  
Michelle Kramer CEO  
084 405 5201  
michelle@idmeconsulting.co.za  
www.idmeconsulting.co.za

Accountability breeds  
response-ability.

— Stephen Covey —



At CommunityworX HOA Recruitment we understand that not all HOAs are the same, but no matter the size of the community or management team, number of homes or amenities, the process of securing and then retaining top talent doesn't change.

CommunityworX will assist in developing clearly defined roles, responsibilities & key competencies for your vacant position and then ensuring the identified candidates match up to those criteria.

At CommunityworX we work with NBI (Neethling Brain Instruments) and use their assessment tools. The assessments give an employer insight into the thinking preferences of applicants which will inform the selection decision related to the requirements of the position and the organization. We also facilitate Management Effectiveness Assessments and Workshops for teams in your community.



Speak to us:  
jono@communityworx.co.za  
Jono 083 286 5939  
Marissa 082 471 0372  
communityworx.co.za

*"Great companies don't just hire skilled people and motivate them; they hire already motivated people and inspire them"*

Simon Sinek

## Our valued business partners

Our Business Partners support and grow the industry and their contribution helps to keep our membership fees low. Please visit [hoasupportco.za](http://hoasupportco.za) to find out more about the services they offer our members in the residential community industry.